

Annotated Bibliography of Diversity Research Issues in the Navy and U.S. Military

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The University of Memphis

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Navy Personnel Research, Studies, and Technology

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Reviewed by
Paul Rosenfeld, Ph.D.
Institute for Organizational Assessment

Approved and released by
David L. Alderton, Ph.D.
Director

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Navy Personnel Research, Studies, and Technology (BUPERS-1/NPRST)
Bureau of Naval Personnel
5720 Integrity Drive
Millington, TN 38055-1000
www.nprst.navy.mil

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Foreword

The Navy and the other military services within the Department of Defense (DoD) include members of diverse groups working together for a common goal. Within the Navy and DoD, these diverse groups include civilians and reserve-component personnel as well as active-component personnel, and consist of both genders and a variety of personnel of different races, ethnic groups, socioeconomic backgrounds, ages, religions, and cultures.

The Chief of Naval Operations (CNO) and other top Navy leaders have expressed a desire to leverage the diverse characteristics and attributes of all Navy personnel in order to enhance workforce cohesion and mission readiness. The CNO recently released his diversity policy (available at http://www.navy.mil/navydata/cno/diversity_policy_2.pdf), stating a desire to “create and enable an environment and a Total Workforce that values uniqueness, different perspectives, and talent.” (CNO, 2008)

While formal Navy and DoD policy and guidance on diversity (as opposed to the older focus on equal opportunity) is relatively new, there is a long and extensive history of research studies, surveys and analyses dealing with diverse groups in the Navy and the military. This annotated bibliography presents journal articles and research reports about many aspects of diversity in the Navy and the other U.S. military services, citing published research conducted since the advent of the All Volunteer Force in 1973. Where possible, abstracts provided here have been taken directly from the publication. Reports relate to personnel issues such as job satisfaction and retention; studies reporting race or gender issues in areas such as health or military testing are not generally included. Many list an AD number after the citation; these are available through the Defense Technical Information Center (<http://www.dtic.mil/>), with the more recent publications available as downloadable Acrobat files. While the focus of this report is on military studies related to diversity issues, select recent articles regarding diversity in the civilian workplace are included that may be of additional interest.

DAVID L. ALDERTON, Ph.D.
Director

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Diversity Research Issues in the U. S. Military Services

1. Department of Defense. (2008). *Department of Defense 2007 Report on Sexual Assault in the Military*. Washington, DC: Author.

Section 577 of Public Law (PL) 108-375 requires the Department of Defense (DoD) to submit an annual report on sexual assault in the military. Additional reporting requirements are specified by section 596 of PL 109-163 and section 583 of PL 109-364. This report provides an annual summary of the reported allegations of sexual assault that were made during the prior year. Previous year reports were based on the calendar year. However, Congressional revisions to the UCMJ drove the Department to change the reporting collection period. UCMJ Article 120, the section of code that defines the crime of rape was substantively changed effective October 1, 2007. This had the effect of increasing the number of crime categories described by Article 120. For clarity and other reasons, the Department and the Military Services changed their data collection period to coincide with the start date of the revised law. The sexual assault reports described in this document were made in FY 2007, which is from October 1, 2006 through September 30, 2007.

2. Lipari, R. N., Cook, P. J., Rock, L. M., & Matos, K. (2008). *2006 Gender Relations Survey of Active Duty Members* (DMDC Report No. 2007-022). Arlington, VA: Defense Manpower Data Center. (ADA 476661)

This report presents the results of the 2006 Workplace and Gender Relations Survey of Active Duty Members (WGRA2006). The Defense Manpower Data Center (DMDC) conducted the survey as part of the quadrennial cycle of human relations surveys outlined in Title 10 U. S. Code Section 481 which directs the Secretary of Defense to conduct cross-Service surveys on gender issues and discrimination among members of the Armed Forces. This report includes a description of the WGRA2006 survey; background on why this research was conducted; a summary of recent Department of Defense (DoD) policies and programs associated with gender-relations issues; a discussion of the measurement constructs for unwanted, gender-related experiences, unwanted sexual contact, and sex discrimination; a description of the survey methodology; and detailed results of the findings.

3. Department of Defense. (2007). *DoD Annual Report on Sexual Harassment and Violence at the U.S. Military Service Academies: APY 2006-2007*. Washington, DC: Author.

This Report is the Secretary of Defense's Annual Report to Congress on sexual harassment and sexual violence at the United States Military Service Academies covering academic program year (APY) June 1, 2006 through May 31, 2007. The Department of Defense Sexual Assault Prevention and Response Office (SAPRO) prepared an assessment of the effectiveness of the Academies' policies, training, and procedures with respect to sexual harassment and sexual violence involving cadets and midshipmen. This annual report includes information from cadet and midshipman focus groups conducted by the Defense Manpower Data Center (DMDC). Highlights include: 1) overall, SAPR Programs have been successfully and permanently implemented at the Academies; 2) when allegations of sexual assault were reported, all three Academies had the infrastructure in place to effectively address the needs of the victims; and 3) focus group participants indicated that most concepts related to sexual assault are well understood.

4. Harrell, M. C., Castaneda, L. W., Schirmer, P., Hallmark, B. W., Kavanagh, J., Gershwin, D., & Steinberg, P. (2007). *Assessing the Assignment Policy for Army Women* (MG-590-1-OSD). Santa Monica, CA: RAND.

The current U.S. Department of Defense (DoD) policy for assigning military women was issued in 1994, and the U.S. Army's assignment policy dates to 1992. In the ensuing years, the U.S. Army has undergone significant technological and organizational transformation, which has changed how it organizes and fights. There is concern that, in the course of operations in Iraq, the Army has not been adhering to its own assignment policy, as there are several important and potentially problematic differences between the DoD and Army policies. For example, the DoD policy prohibits the assignment of women to units whose primary mission is direct combat, whereas the Army policy prohibits the assignment of women to units with a routine mission of direct combat, and their definitions of direct combat differ. The research finds that the Army is adhering to the DoD assignment policy but may not be complying with the separate Army assignment policy for women. This report serves to inform DoD decision-making with regard to the clarity and appropriateness of the current DoD and Army assignment policies, especially given how units are operating in Iraq.

5. **Quester, A., Hattiangadi, A., Lee, G., Hiatt, C., & Shuford, R. (2007).** *Black and Hispanic Marines: Their Accession, Representation, Success, and Retention in the Corps.* Alexandria, VA: The CNA Corporation.

Recruiting and retaining a diverse force is vital to the Marine Corps' success both today and tomorrow. Because the Commandant of the Marine Corps wants to ensure that enlisted Marines and officers reflect the racial and ethnic characteristics of broader American society, he asked CNA to examine this issue. Findings were originally published in a series of memoranda. In this document, the authors update and expand the results of that work. Findings show that: 1) the share of black accessions has fallen over time while the share of enlisted Marine accessions that are Hispanic has generally increased; 2) black and Hispanic Marines are overrepresented in support occupational fields, 3) black Marines reenlist at substantially higher rates than other Marines, and 4) blacks and Hispanics constitute a larger share of the top enlisted ranks than their accession shares would have suggested.

6. **Ruvolo, C. (2007).** *The organizational culture of diversity: An assessment of West Point's faculty.* *Consulting Psychology Journal: Practice and Research*, 59(1), 54–67.

An organizational culture assessment was conducted at the United States Military Academy at West Point to determine whether the academy's everyday practices and culture were aligned with its goal of integrating its military and civilian faculty. In addition to summarizing the process of this assessment and its findings, the consultant offers lessons learned that may be of value to other consulting psychologists. These lessons include the importance of precisely defining concepts such as diversity and integration, watching for subtle inconsistencies between espoused values and everyday behaviors, and developing socialization processes that address key aspects of the desired organizational culture.

7. Uriell, Z. A., & Burrell, L. (2007). *Results of the 2005 Pregnancy and Parenthood Survey* (NPRST AB-07-5). Millington, TN: Navy Personnel Research, Studies, and Technology.

Navy leadership has maintained an interest in factors that may impact readiness. Family-related issues such as parenthood and pregnancy may impact Navy readiness, so data about these issues are important. Since data about pregnancy, single parenthood, and attitudes towards birth control are difficult to gain from existing databases alone, the Navy-wide Pregnancy and Parenthood Survey has been conducted biennially since 1988 to provide an accurate assessment of these issues. The results for 2005 are overall similar to previous years. Key findings: (1) rates of single parenthood have again increased slightly; (2) most single and dual-military parents have some type of plan in place for their children if required to deploy; (3) women indicated they would be more likely than men to leave the Navy if they have a family; (4) Sailors are interested, or undecided, in a family-related sabbatical; (5) most are usually using some form of birth control; (6) most think there should be yearly sexual health training; and (7) pregnancy rates are similar to previous results.

8. Antecol, H., & Cobb-Clark, D. (2006). The sexual harassment of female active-duty personnel: Effects on job satisfaction and intentions to remain in the military. *Journal of Economic Behavior and Organization*, 61(1), 55-80.

This paper examines the relationship between sexual harassment and the job satisfaction and intended turnover of active-duty women in the U.S. military using unique data from a survey of the incidence of unwanted gender-related behavior conducted by the U.S. Department of Defense. Overall, 70.9 percent of active-duty women reported experiencing some type of sexually harassing behavior in the 12 months prior to the survey. Using single-equation probit models, the authors find that experiencing a sexually harassing behavior is associated with reduced job satisfaction and heightened intentions to leave the military. However, bivariate probit results indicate that failing to control for unobserved personality traits causes single-equation estimates of the effect of the sexually harassing behavior to be overstated. Similarly, including women's views about whether or not they have in fact been sexually harassed directly into the single equation model reduces the estimated effect of the sexually harassing behavior itself on job satisfaction by almost a half while virtually eliminating it for intentions to leave the military. Finally, women who view their experiences as sexual harassment suffer additional negative consequences over and above those associated with the behavior itself.

9. Collins, R. M., & Johnson, S. M. (2006). *Within the Walls: An Analysis of Sexual Harassment and Sexual Coercion at Naval Consolidated Brig Miramar* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA456966)

This thesis explores sexual harassment and sexual coercion among prisoners and staff at Naval Consolidated Brig (NAVCONBRIG) Miramar. The data come from two surveys (one for staff and one for prisoners), which were administered in June and August 2006, respectively. This thesis begins with a review of relevant literature and discussion of reporting procedures, and an overview of the fear of reprisal associated with reporting incidents of sexual harassment coercion. The authors compare rates of sexual harassment and coercion experienced by the staff and prisoners, as well as reported perceptions of the percentage of prisoners who experience sexual harassment and coercion, as estimated by the staff and prisoners. Findings are compared with studies conducted in civilian prisons in 1996 and 2000. Write-in responses provide insight regarding what the staff and prisoners believe constitutes sexual harassment, ways to prevent sexual harassment at the facility, and actual incidents of sexual harassment and/or coercion experienced while in a prison. When compared with the civilian prisons, NAVCONBRIG Miramar prisoners experience lower rates of sexual harassment than all but one facility. The rate of sexual coercion reported by prisoners is approximately equal to what was reported by all military prison facilities.

10. Dierdorff, E. C., Surface, E. A., Meade, A., Thompson, L. F., & Martin, D. L. (2006). Group differences and measurement equivalence: Implications for command climate survey research and practice. *Military Psychology, 18*(1), 19-37.

Military organizations use survey methodology to assess attitudes related to command climate. Many commands are staffed with both military and civilian personnel. However, no previous research has examined the equivalence of a command climate survey's measurement properties across these types of personnel. Differences in the personnel systems and organizational socialization could lead to different views of various facets of a command climate survey, making direct comparisons or aggregations of group-level data inappropriate. Furthermore, men and women may also view aspects of command climate surveys differently. Using two administrations of a command climate survey in a U.S. Major Army Command, findings reveal only small differences between male and female samples. More notable differences existed between military and civilian personnel. Nevertheless, the measurement equivalence demonstrated for both male–female and military–civilian comparisons were adequate to justify cross-group comparisons and aggregation of survey responses.

11. **Graham, S. L. (2006). *An Exploratory Study: Female Surface Warfare Officers' Decisions to Leave Their Community* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA445448)**

The purpose of this exploratory study was to discover the reasons that female Surface Warfare Officers (SWO) leave the Surface Warfare Officer Community and to identify paths that might encourage them to stay. Seven focus groups and nine interviews were used to gather qualitative data from three groups: (1) SWOs who had expressed intentions to leave the SWO community; (2) officers who had laterally transferred to another Navy community; and (3) individuals who had separated from the Navy. Altogether, 49 individuals participated in the study; 23 women and 26 men. Men were included to examine gender similarities and differences. Based on responses from all participants, six major themes emerged to explain why both male and female officers may leave the community: (1) inconsistent leadership; (2) negative aspects of the culture; (3) lack of passion; (4) inability to achieve work/life balance; (5) excessive work-hours; and (6) the mundane nature of some tasks. Only three themes emerged that were different for the women: (1) inflexibility of career for family planning; (2) lack of positive senior role models; and (3) a perception of discrimination, sexual harassment, and lack of respect for women. It appears that the Navy may need to attack the retention problem on a number of fronts if it wishes to improve the retention rate for women. Continuation pay, which is currently a primary lever for increasing retention, was not viewed favorably as a means for getting male or female officers to stay in the community. The thesis concludes with recommendations for further research.

12. **Krauz, M. B. (2006). *The Impact of Religiosity on Midshipman Adjustment and Feelings of Acceptance* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA457510)**

This thesis examines religiosity in the U.S. military and at the U.S. Naval Academy. More specifically, this qualitative study briefly explores whether belief in and practice of religion affects the overall adjustment and experience of midshipmen at the U.S. Naval Academy. Data were collected through focus groups with first and second class midshipmen (seniors and juniors, respectively) in the Classes of 2006 and 2007. Content coding revealed current issues of tolerance, acceptance, diversity, and understanding between midshipmen with differing religious beliefs and the in-group/out-group phenomenon that occurs between the religious majority and minority of the institution. Research into minority and diversity issues are compared to focus group data about minority versus majority religious groups and beliefs. Focus group respondents did not uncover or suggest any serious or egregious affronts to religious tolerance. However, there is anecdotal evidence that biases and prejudices remain especially with regard to atypical or unusual groups. Respondents spoke of racism, homophobia, and specifically, intolerance towards religious minorities. The message of tolerance has not penetrated some emotional reactions and there exists undertones of intolerance regarding certain diversity issues. Recommendations include individual and group counseling and development of a structured diversity and acceptance education curriculum.

13. Masar, C. (2006). *Diversity Versus Affirmative Action for the United States Navy*. Carlisle Barracks, PA: Army War College. (ADA449223)

A cancellation of the Navy's Affirmative Action instruction combined with a trend toward the all-encompassing diversity term may lead to a watering down of efforts to recruit and retain minorities, particularly in the Navy's officer corps. This paper reviews the relevant history, legislation, and diversity and affirmative action policies from an "ends ways and means" perspective. The author uses the 2003 Supreme Court decision on the affirmative action practices of the University of Michigan as a green light to continue military affirmative action programs. The author challenges the Navy's new broadened definition of diversity suggesting it confuses those reading published instructions and guidance while sidestepping the clear need to aggressively recruit minorities. The author recommends immediate changes in the Navy's diversity and affirmative action policies in order to prevent a possible downturn in recruitment of women and minorities. Some experts believe this is because a military that does not reflect the population that it serves is a military that faces problems in recruitment, retention, and legitimacy -- and ultimately impacts negatively on mission readiness.

14. Riley, J. G. (2006). *For God or Country? Religious Tensions Within the United States Military* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA462635)

Today we live in a world of heightened religious awareness and sensitivity. The events of September 11, 2001 sent a shock wave throughout American society and in some cases ignited a religious spark in those shocked by the attacks. The result has been a distinct and clearly visible fragmentation of the United States along religious and ideological boundaries. The United States Military is not immune to stress caused by these divides. There have been claims of anti-Muslim sentiment within select units of the U.S. Army; accusations that some leaders at the U.S. Air Force Academy were using their positions to promote their faith and discriminate against minority faiths, and allegations that the U.S. Navy is prohibiting chaplains from practicing their faith. In this thesis, the author examines these and other cases along with the religious diversity trends since 2001 to demonstrate that the potential for continued and increased religious conflict in the military is high. The author further argues that the solution to avoiding these conflicts is through training and education provided at the initial stages of enlisted training and at the commissioning source for officers.

15. Rosenfeld, P. & Newell, C., (2006). *Results of the 2004 Marine Corps Climate Survey (MCCS): Management Report (NPRST-AB-07-1)*. Millington, TN: Navy Personnel Research, Studies, and Technology. (ADA458369)

The 2004 Marine Corps Climate Surveys (MCCS) measure active duty and reserve members' experiences regarding organizational climate issues, discrimination, and sexual harassment. In June-July 2004, the MCCS Surveys were administered to a random sample of Marine Corps personnel (10,951 active duty, 8,962 reservists) stratified by racial/ethnic group (White, Black, Hispanic, Asian/Other) and gender within enlisted and officer populations. The response rates were 26% for active duty and 25% for reserves. Post-stratification weighting procedures were employed to ensure the respondents' data accurately reflected the racial/ethnic and gender composition of the entire Marine Corps. The first section of the MCCS contained groups of items related to 11 organizational climate areas. The climate modules were followed by items assessing racial/ethnic, gender and religious discrimination. The final section of the surveys focused on sexual harassment issues. There were also a number of questions on perceptions of SH climate. The overall results of the MCCS Surveys were positive. Clear and dramatic reductions have been made in the rates of both racial/ethnic discrimination and sexual harassment particularly among active-duty Marines.

16. Cook, P. J., Jones, A. M., Lipari, R. N., & Lancaster, A. R. (2005). *Service Academy 2005 Sexual Harassment and Assault Survey*. Arlington, VA: Defense Manpower Data Center. (ADA440848)

This report provides the results for the Service Academy 2005 Sexual Harassment and Assault Survey that the Defense Manpower Defense Center conducted in response to Section 527 of the National Defense Authorization Act for Fiscal Year 2004. This survey is the second of a series of congressionally mandated surveys designed to assess the incidence of sexual assault and harassment and related issues at the Service Academies. The report presents detailed results by topic, addressing findings for each Academy by gender, class year, and for those who indicated they experienced sexual assault and/or sexual harassment.

17. Janega, J. B., Uriell, Z. A., & Whittam, K. P. (2005). *Navy-wide Personnel Survey (NPS): Population Statistics for Navy Parents and Children (NPRST-TN-05-5)*. Millington, TN: Navy Personnel Research, Studies, and Technology. (ADA434167)

Knowing the demographics of Navy personnel is key to creating good personnel policies. When this information is not readily accessible in existing databases or is inaccurate, estimates based on survey data are used. The Navy-wide Personnel Survey (NPS) is one survey that can provide such estimates; this technical note provides estimates of family demographics based on the 2003 NPS. Results show that in 2003 there were almost as many Navy children as there were active duty Navy personnel, with 35 percent of the children between 0 and 4 years old, 33 percent between 5 and 11 years old, and 32 percent between 12 and 21 years old.

18. Lipari, R. N., Lancaster, A. R., & Jones, A. M. (2005). *2004 Sexual Harassment Survey of Reserve Component Members (DMDC-2005-010)*. Arlington, VA: Defense Manpower Data Center. (ADA433368)

This report provides the results for the 2004 Workplace and Gender Relations Survey of reserve component Members (2004 WGRR). The overall purpose of the WGRR is to document the extent to which Reserve component members reported experiencing unwanted, uninvited sexual attention in the 12 months prior to filling out the survey, the details surrounding those events, and the Reserve component members' perceptions of the effectiveness of sexual harassment policies, training, and programs. Nearly one-fifth of women (19%) and 3% of men indicated they experienced behaviors that they considered sexual harassment in the 12 months prior to was higher for women in the Marine Corps Reserve, Army Reserve, and Army National Guard than for women in other Reserve components (22-25% vs. 12-15%). The sexual harassment rate also was higher for women activated in the 24 months prior to filling out the survey than for those women not activated (27% vs. 15%).

19. Riche, M. F., Kraus, A., Hodari, A. K., & Depasquale, J. P. (2005). *Literature Review: Empirical Evidence Supporting the Business-Case Approach to Workforce Diversity* (CRM D0011482.A2). Alexandria, VA: The CNA Corporation.

This research memorandum reviews the growing body of empirical studies designed to quantify the relationships between group heterogeneity and group and organizational performance in corporate settings. The broad purpose of the review is to determine whether the business case approach to corporate workforce diversity is supported by empirical evidence and whether a mission case approach may be justified for the Air Force. Based on the nuanced and conflicting findings in the literature, the authors conclude that there is qualified empirical support for the business case approach to diversity. Workforce diversity does have a measurable impact on corporate performance and can improve corporate outcomes, but the diversity-performance relationship is context dependent. Therefore, there is no empirical support for an organizationally optimal amount or type of diversity. There is, however, a strong case for diversity management to create conditions in which the negative effects of diversity are mitigated and the positive effects can be fully realized, especially for groups charged with innovation or decision-making. Finally, the evidence does not make a strong quantitative case for diversity as a mission-essential requirement for the Air Force. The Air Force, however, does fit the organizational profile in which managed diversity can be productive. Its collective, mission-based culture lends itself to creating the conditions in which workforce members can create work-relevant social categories that supersede non-relevant other categories. The transformational emphasis on change itself, as well as on innovation strategies, also indicates that a need for flexibility and nontraditional thinking may make diversity particularly valuable, provided it is managed well.

20. Tamulevich, J. S. (2005). *Perceived Differences in Self-Reported Problems with Sexual Harassment, Racial Prejudice, and Drug Misuse Among USNA Varsity Athletes* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA435784)

This thesis examines perceptions regarding sexual harassment, racial prejudice, and drug misuse among USNA varsity athletes. Based on previous research, it was hypothesized that both gender and minority status would be predictive of perceptions regarding these behaviors among midshipmen and midshipmen athletes. The thesis also explores the relationship between indicators of athlete's participation and experiences and perceptions regarding sexual harassment, racial prejudice, and drug misuse. Data from 2735 midshipmen who responded to the USNA Values Survey and 723 midshipmen-athletes who responded to the NAAA Exit Survey were used for analyses. Results of regression analyses indicate that both gender and ethnicity were significant predictors of sexual harassment and racial prejudice but not drug misuse. Athletic status did not significantly influence perceptions. Implications of these findings are discussed for understanding midshipmen perceptions of these behaviors.

21. Uriell, Z. A., & White, S. L. (2005). *Results of the 2003 Pregnancy and Parenthood Survey* (NPRST AB-05-2). Millington, TN: Navy Personnel Research, Studies, and Technology. (ADA436277)

As career opportunities for women in the Navy have broadened, women have assumed an increasingly integral role in all aspects of Naval service. Navy leadership has maintained an interest in determining the impact of pregnancy and parenthood issues, both on men and women and on the overall readiness of the Navy. As it is difficult to gain accurate metrics relating to pregnancy, single parenthood, and related topics from existing databases alone, the Navy-wide Pregnancy and Parenthood Survey has been conducted biennially since 1988 to provide an accurate assessment of these issues. Overall, the results of the 2003 survey were very similar to previous years. In terms of pregnancy, point-in-time (i.e., snapshot of those pregnant now) rates of pregnancy are similar to previous years, while the annualized pregnancy rate has increased slightly from FY00 and is comparable to previous years. Rates of single parenthood have increased slightly for women and remained the same for men as compared to the last survey administration.

22. Hattiangadi, A. U., Lee, G., & Quester, A. O. (2004). *Recruiting Hispanics: The Marine Corps Experience Final Report*. Arlington, VA: The CNA Corporation.

In this document, the authors highlight several challenges that may affect the Services' ability to recruit Hispanics in the future—including high dropout rates, language fluency of recruits and their parents, and citizenship status—and recommend actions that the Department of Defense (DoD) can take to ensure the continued success of Hispanic recruits. These actions include: (1) Translating recruiting brochures and materials into a variety of languages; (2) Adding country-of-origin identification to accession data; (3) Ensuring Green Card service members have information about legal permanent residency and expedited citizenship; (4) Supporting a stay-in-school campaign; and (5) Urging that the federal government raise the minimum age for taking the GED exam.

23. Uriell, Z. A. (2004). *Pregnancy and Parenthood: Results of the 2001 Survey* (NPRST AB-04-3). Millington, TN: Navy Personnel Research, Studies, and Technology.

The 2001 Survey of Pregnancy and Parenthood is the sixth in a series of Navy-wide surveys that began in 1988. A stratified random sample of 9,975 female and 6,985 male active duty Navy personnel were mailed surveys in July 2001. The response rates were 46 percent for females and 38 percent for males. Survey data were statistically weighted to allow generalizations to be made to the Navy population. Among the major findings: rates of single parenthood have decreased for both men and women; Family Care Certificate compliance is lower for men than for women; most Sailors make it their responsibility to discuss birth control with their partner and most say they usually use birth control; less than half of female officers and 59 percent of enlisted women would feel comfortable going to a corpsman about birth control. Point-in-time pregnancy rates for E-5 to E-6 and O-4 and O-5 have increased. About 36 percent of enlisted pregnancies are planned. The most recent pregnancy of 92 percent of female officers and 66 percent of female enlisted did not occur while they were in a sea duty unit.

24. Lipari, R. N., & Lancaster, A. R. (2003). *Armed Forces 2002 Sexual Harassment Survey* (DMDC- 2003-026). Arlington, VA: Defense Manpower Data Center. (ADA419817)

This report provides the results for the 2002 Status of the Armed Forces Survey – Workplace and Gender Relations (2002 WGR). The overall purpose of the 2002 WGR is to document the extent to which Service members reported experiencing unwanted, uninvited sexual attention in the 12 months prior to filling out the survey, the details surrounding those events, and Service members' perceptions of the effectiveness of sexual harassment policies, training, and programs. Survey results are tabulated in this report as a DoD total by gender and for the subgroups Service by gender and paygrade group by gender.

25. Fitzgerald, L. F. (2002). Toward standardized measurement of sexual harassment: Shortening the SEQ-DoD using item response theory. *Military Psychology, 14*(1), 49-73.

Historically, the U.S. Department of Defense (DoD) has been one of the leaders in researching sexual harassment. Documentation and results of these studies are routinely available through DoD technical reports and publications and through public use data sets to the nonmilitary research community. However, a major shortcoming of both DoD's research and that of the civilian sector is the absence of a standard method of assessing sexual harassment. This article describes how item response theory procedures were applied to shorten one of the most frequently used measures of sexual harassment - the 23-item Sexual Experiences Questionnaire - Department of Defense (SEQ-DoD), which was included in the Status of the Armed Forces Survey: 1995 Form B-Gender Issues. The resulting 16-item measure, titled the SEQ-DoD-s, provides a shortened, standardized measure of sexual harassment for use by military and civilian researchers.

26. Harrell, M. C., Beckett, M. K., Chien, C. S., & Sollinger, J. M. (2002). *The Status of Gender Integration in the Military: Analysis of Selected Occupations* (MR-1380-OSD). Santa Monica, CA: RAND Corporation. (ADA407514)

RAND's National Defense Research Institute (NDRI) was asked to assess the degree to which women are represented in the military occupations open to them and to determine whether there are factors that inappropriately hinder or preclude women's opportunities to work within their military specialties. Specifically, this work addresses whether women and men are receiving equal opportunities to work in selected occupations. Second, this analysis considers whether the number of women who can enter the selected occupations is limited, despite the occupation being open to women. This research included statistical analysis of all military occupations and detailed analysis of selected occupations. The statistical analysis is summarized herein but is published in more detail in a companion volume.

27. McIntyre, R. M., Bartle, S. A., Landis, D., & Dansby, M. R. (2002). The effects of equal opportunity fairness attitudes on job satisfaction, organizational commitment, and perceived work group efficacy. *Military Psychology, 14*(4), 299-319.

The authors examined a causal model relating military respondents' attitudes toward equal opportunity (EO)-related fairness to job satisfaction, organizational commitment, and perceptions of work group efficacy. A distinction between EO fairness at the work group and organizational levels was made. Respondents' perceptions of organizational EO-related fairness were hypothesized to influence perceptions of work group EO fairness. Respondents' perceptions of work group EO fairness were in turn hypothesized to influence their organizational commitment, job satisfaction, and perceived work group efficacy. Structural equation modeling with a measurement model sample and 2 random samples each consisting of 5,000 observations provided support for these hypothesized paths. As a part of the investigation, the researchers also examined and found support for causal linkages between perceived work group efficacy, job satisfaction, and organizational commitment. The practical and theoretical importance of the findings for the U.S. military, particularly with regard to issues of retention and training, are discussed.

28. Office of the Under Secretary of Defense (Personnel and Readiness). (2002). *Career Progression of Minority and Women Officers*. Washington, DC: Author. (ADA398713).

The American Military is widely viewed as a pioneer in providing equal opportunity for its uniformed members. From the 1948 Executive Order signed by President Harry S. Truman that formally began the long process of racial integration to more recent admission of women into most military occupational specialties, the Military Services have compiled a record of providing equal opportunity that often exceeds the progress of civilian society. That record has been achieved only through constant effort and self-examination, and it will be maintained and improved only through continuing effort. It is in this spirit of self-examination and improvement that this study was undertaken. The study reviews the key stages of officer career progression: recruiting, commissioning, training, assignment, evaluation, promotion, and retention. It is limited to active duty commissioned officers in the four military branches of the Department of Defense, and examined data collected through 1997. The study employed several approaches to analyzing the career progression of minority and female officers, including trend analysis, statistical modeling, and focus groups and interviews. This report sets out the findings of the study and suggests a number of actions that could be taken to improve the process of providing equal opportunity to minority members and women in the officer corps.

29. Thomas, P. J., & Mottern, J. (2002). *Results from the 1999 Study of Pregnancy and Parenthood in the Navy* (NPRST-TN-03-2). Millington, TN: Navy Personnel Research, Studies, and Technology. (ADA408875)

The 1999 Navy Survey of Pregnancy and Parenthood, the fifth in a series, consisted of core items from prior versions and new items to investigate current Navy management concerns. A disproportionate random sampling technique was used for a mail sample and additional surveys were group administered at four sites. Overall, Navy women had lower annual pregnancy rates than their civilian counterparts, except for women 35 and older. Women on shore duty had higher pregnancy rates than women on sea duty. The number of adverse pregnancy outcomes was very low and there were no significant differences in the percentage of adverse outcomes for women based on sea duty, as was the case in 1997. More enlisted men were single parents in 1999 than in 1997. No improvement in compliance with the requirement for paternity counseling has been found since 1997. There has been little improvement in male officers' compliance with the requirement to complete a Family Care Certificate. almost 80 percent of the pregnancies of officers, but only 40 percent of the pregnancies of enlisted women were planned Slightly over half of the enlisted women who had an unplanned pregnancy had engaged in unprotected sex. The major recommendations were to emphasize the importance of the Family Care Certificate, especially to male officers; attempt to reduce unplanned pregnancies by improving birth control education for men and women and expanding family planning efforts; emphasize the importance of command support in helping single pregnant women obtain paternal financial support; and explore the reasons women and men feel uncomfortable discussing birth control information with available medical personnel.

30. Antecol, H., & Cobb-Clark, D. (2001). Men, women, and sexual harassment in the U.S. military. *Gender Issues, 19*(1), 3-19.

In a 1995 U.S. Department of Defense survey of active-duty men and women in the Army, Navy, Marine Corps, Air Force, and Coast Guard, 70.9 percent of female personnel and 35.8 percent of male personnel said that they had experienced sexually harassing behavior(s) in the previous 12 months. Furthermore, military personnel experiencing sexual harassment reported lower levels of overall job satisfaction and were more likely to report that they intend to leave the military.

31. Edwards, J. E., Thomas, P. J., Newell, C. E., & Thomas, E. D. (2001). The equity of the Navy disciplinary system: A review. *International Journal of Intercultural Relations*, 25(6), 591-606.

Since the mid-1970s, six Navy studies have investigated equity in discipline across racial and ethnic groups. The present study identifies the similarities and differences of those studies. There are three areas covered in this review. The first section examines the methods that were used to obtain the disciplinary data. In the second section, the overlap/uniqueness of the analyses and findings from the six disciplinary studies are reviewed. A summary, conclusions, and recommendations for future issues in Navy equity-in-discipline research are discussed in the last section.

32. Hosek, S. D., Tiemeyer, P. M., Kilburn, R., Strong, D. A., Ducksworth, S., & Ray, R. (2001). *Minority and Gender Differences in Officer Career Progression* (MR-1184-OSD). Santa Monica, CA: RAND Corporation.

This report documents research on the career progression of the different minority and gender groups in the officer corps. The research, which was conducted in 1994–1996, contributed to a Department of Defense (DoD) study of equal opportunity in the officer pipeline. Therefore, the officer management policies and procedures described in this report are the ones that were in place at the time the research was conducted. Since that time, numerous changes have been made; important changes are described in the footnotes to the report. Results show that White women were found to be less likely to reach higher officer ranks than were men, mostly because they chose to leave the military between promotions. Black male and black female officers generally failed promotions in higher proportions than did white males, but were more likely to stay in the military between promotions. The interviews and focus groups revealed different perceptions about careers: Black officers seemed to have greater difficulty forming all-important peer and mentor relationships and overcoming initial expectations of lower performance. Women's careers have been affected by limited occupational opportunities, inconsistent acceptance of their role as military officers, harassment, and family conflicts.

33. Johnson, J. L. (2001). *Ethnicity-related Stress, Mental Health, and Well-being* (RSP-01-10). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA399784)

Ethnicity-related stress and its relation to mental health and physical outcomes for African Americans are discussed. Sources of ethnicity-related stress and coping strategies are identified. The results from two studies on group differences in the mental health-related variable of Negative Affectivity (Neuroticism) are reported. The first study demonstrated African Americans (N = 171) to be significantly lower than Caucasians (N = 211) on Negative Affectivity facets of anger, discouragement, self-consciousness, and impulsivity. The second study found African Americans (N = 135) to be significantly lower than Caucasians (N = 149) on the general factor of Negative Affectivity. The importance of identifying mediating factors between ethnic-related stress and outcomes is emphasized.

34. Johnson, J. L. (2001). *Racial and Gender Differences in the Five Factors of Personality within Military Samples* (RSP 00-7). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA389566)

This project assessed racial and gender differences on responses to the NEO-PI-R, the major instrument for measuring the five factors of personality. Theoretical rationale and empirical research is provided regarding possible personality differences between groups. Members across all branches of the Armed Services completed the NEO-PI-R resulting in a total sample of 472 (293 males, 179 females; 222 African Americans, 250 Whites). Multiple analysis of variance with race and gender as factors and age as a covariate (MANCOVA) demonstrated that African Americans scored higher than Whites on the factor of Agreeableness ($p < .003$) and lower on the factor of Negative Emotionality ($p < .0001$). Females scored higher on Agreeableness ($p < .0001$), Negative Emotionality ($p < .006$), and Openness to Experience ($p < .0001$) than males. A significant interaction effect emerged for Agreeableness ($p < .03$), with White males scoring lower than White females and African-American males and females. Univariate F tests indicated significant racial differences for 12 (out of 30) of the facet scales and gender differences were significant for ten of the facet scales. Within the context that this research is comparative, not causal, possible interpretations of between-group differences, applicability of the findings to organizational settings, and implications for the universality of the 5-factor model are discussed.

35. Johnson, O. E. (2001). "The Content of Our Character": Another look at racial differences in Navy officer fitness reports. *Military Psychology*, 13(1), 41-54.

As an extended analysis of Thomas, Edwards, Perry, and David's (1998) content analysis of Navy officer fitness reports, this investigation explored the relation between the written comments by Navy supervisors and the officers' promotion recommendations. Thomas et al. identified racial differences in the descriptors ascribed to Black officers and White officers. The analysis reported here, utilizing a leadership-theory framework, examined the data of Thomas et al. to determine if the differences reflected subtle (if unintended) racial advantage and disadvantage. The findings revealed that certain descriptors were more likely to be associated with an early promotion recommendation, whereas other descriptors were more likely to be associated with regular or no promotion recommendations. More important, the descriptors associated with an early promotion recommendation were more often ascribed to White officers, whereas the descriptors associated with regular or no promotion recommendations were more often ascribed to Black officers.

36. Johnson, O. E. (2001). *Diverse Views of Religious Pluralism: Implications for the Military Chaplaincy*. Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA402768)

This paper examines the challenge religious pluralism poses for military chaplains and the chaplaincy. Among religious scholars and theologians there is an on-going debate about the meaning of pluralism. The dialogue suggests the interpretation of religious pluralism depends upon personal religious beliefs and how the meaning of 'religion' is framed. The implication is that the interpretation of religious pluralism may influence how religious diversity is embraced and how religious accommodation is achieved. Drawing from literature on religious pluralism and intergroup behavior, along with input from several military chaplains, a conceptual analysis is presented that explores how distinctive views of religious pluralism within the chaplaincy may influence the attitudes and behaviors of military chaplains and the strategic direction of the chaplaincy organization.

37. Jordan, K. (2001). *The Nature and Outcomes for Women of Stressors Associated with Military Life*. Research Triangle Park, NC: Research Triangle Institute. (ADA399351)

This study used a sample of 1523 active duty and reserve Army women; it provides data on the level of stressors, buffers, and positive and negative outcomes among these women by rank-branch groups. It also provides the results of logistic and linear regression models that examine the association between stressors, buffers, and outcomes. Focus groups were used to inform the development of a survey questionnaire, which was administered anonymously at 13 active duty and 16 reserve locations. Results showed that, overall, there were many indicators that suggested that women were functioning well. Few women reported many sick days, drug use, or serious alcohol problems. Performance was good overall. Three-quarters of women rated their morale as moderate or better. Sexual harassment and discrimination, however, were still major factors in many of these women's lives. 35% of women reported encountering some form of sexual harassment. The enlisted women have substantial financial pressures, and women overall tended to have undesirably high levels of sleep problems and psychological problems.

38. Knouse, S. B. (2001). *A Diversity Exit Interview/Survey for the Military (RSP-01-4)*. Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA399424)

The exit interview and survey are means for identifying organizational problems, including diversity issues, through individuals separating from the organization, who are in a unique position to supply candid feedback. A review of the civilian literature revealed several problems with the exit interview and survey but also various ways of dealing with these problems. A review of the military literature showed that each military Service has undertaken a recent exit survey effort with varying results. Based upon the civilian and military literature, a diversity exit survey and interview were constructed, which addressed diversity problems in military units as well as organizational issues important to diversity groups. Recommendations for implementing the exit interview and survey end the report.

39. Knouse, S, B. (2001). *Diversity and Shared Team Mental Models in the Military* (RSP-01-03). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA403424)

Diversity provides a number of advantages to military teams including an increased information and experience pool for task completion as well as broader perspectives for problem solving. There can be a number of problems with diversity, however, including how team member background differences affect shared team mental models of team tasks (common knowledge, expectations, and sensemaking). This report examines a number of factors in such shared models, such as team development stages, training, task experience, and task cohesion, and presents a model of how diversity affects these factors' influence upon shared team mental models, team processes, and team performance. Recommendations follow for how the military might enhance shared team mental models in order to improve the performance of diverse teams.

40. McIntyre, R. M. (2001). *EO Fairness Effects on Job Satisfaction, Organizational Commitment, and Perceived Work Group Effectiveness: Does Race or Gender Make a Difference?* (RSP-01-9). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA402932)

A theoretical model investigated by McIntyre, Bartle, Landis, and Dansby (2002) indicated that equal opportunity fairness (EOF) attitudes have significant impact on perceived work group effectiveness, job satisfaction, and, ultimately, organizational commitment. This model was developed and examined with heterogeneous military samples of 5,000 by means of structural equation modeling (SEM). The purpose of the present study is to determine the degree to which the McIntyre et al., model is consistent (invariant) across four large socio-cultural groups within the military: Enlisted African-American and Caucasian men and women. Four pairs of samples consisting of 5,000 observations each were examined through SEM multiple group analyses. Technically, results indicated that the model was non-invariant (i.e. inconsistent) across the four groups. However, through a series of post hoc analyses, it became evident that for practical purposes, the model can be considered invariant. Discussion focused on the contrast of the technical versus practical results and recommendations for future research. In addition, a practical flow diagram is presented as a summary of how the results of the theoretical model can be used as a tool in organizational development and training interventions in the context of EOF problems.

41. Moore, B. L. (2001). *Beyond Race and Gender: Motivating Enlisted Personnel to Remain in Today's Military* (RSP-01-02). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA403440)

This paper provides a theoretical explanation for factors that have been found to influence the intentions of junior enlisted personnel to remain in today's military. Data from the Armed Forces 1996 Equal Opportunity Survey reveal that both the pay and benefits and pride in service variables have stronger effects on the propensity of junior-enlisted personnel to remain in the military than do the race, gender, or racial climate variables. Satisfaction with pay and benefits has a significant positive effect on the likelihood that respondents will stay in the military, but pride in service is more robust.

42. Moore, B. L., & Webb, S. C. (2001). Equal opportunity in the U.S. Navy: perceptions of active-duty African American women. *Gender Issues*, 16(3), 99-102.

The U.S. Navy's Equal Opportunity/Sexual Harassment Survey (NEOSH) in 1995 focused on the complaints of African American women that they have fewer opportunities in the Navy. The NEOSH results indicated that African American women in the Navy are disadvantaged both by gender and by race. Nevertheless, despite their disappointment with regards to equal chances in the Navy, African American women still believe that they have better employment chances in the Navy than in the civilian sector.

43. Porter, L. M., & Adside, R. V. (2001). *Women in Combat: Attitudes and Experiences of U.S. Military Officers and Enlisted Personnel* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA401535)

This study examines the attitudes and experiences of a selected group of U.S. military members regarding the service of women in combat. A survey was administered in October 2001 to enlisted personnel at the Defense Language Institute and to officers at the Naval Postgraduate School in Monterey, California. A total of 276 enlisted personnel and 550 officers participated in the survey, with response rates of 69 percent and 55 percent, respectively. Focus groups were also convened. Respondents represented all military services, but were concentrated in certain pay grades and occupational areas (especially for enlisted personnel). Generally, four out of five respondents felt that women should serve in some capacity in military combat. Further, one-third of all respondents believed that qualified women should be allowed to volunteer for combat units, while one-third said they were satisfied with the policy in effect at the time of the survey (allowing women in all units except infantry, armor, submarines, and special forces). Differences in attitudes and experiences were found between men and women, officers and enlisted personnel, and members of the different branches of service. It is recommended that further research explore the use of gender-neutral standards in assigning military personnel to combat units.

44. **Quester, A. O., & Gilroy, C. L. (2001). *America's Military: A Coat of Many Colors*. Alexandria, VA: The CNA Corporation.**

Since the onset of the volunteer military almost 30 years ago (1973), the American full-time workforce has become more diverse, and the active-duty military reflects that diversity. Percentage differences in the active-duty military population between 1970 and 2000 are comparable: from 83 to 65 percent white, from 11 to 20 percent black, and from 6 to 14 percent Hispanic and other racial/ethnic backgrounds. The percentage of women in the military increased from 2 to 15 percent. This report provides background into those changes.

45. **Segal, M. W., Segal, D. R., Bachman, J. G., Freedman-Doan, P., & O'Malley, P. M. (2001). Gender and the propensity to enlist in the U.S. military. *Gender Issues*, 6(3), 65-67.**

Male and female high school seniors were interviewed on their inclination to enlist in the armed forces and about their actual service in the military through national surveys from 1976 to 1994. Results showed that young women have fewer tendencies to join the military compared to young men. Also, very few women anticipate serving in the armed forces. However, the presence of a military base in the area where the women live enhances the possibility that they will join the service.

46. **Stewart, J. B. (2001). *The Effects of Discrimination on Job Satisfaction in the Military: Comparing Evidence from the Armed Forces Equal Opportunity Survey and the Military Equal Opportunity Climate Survey* (RSP-01-5). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA401928)**

This study examines the extent to which experiences perceived as racial discrimination by victims affect reported levels of job-related satisfaction among military personnel. Data from the Armed Forces Equal Opportunity Survey (AFEOS) and the Military Equal Opportunity Climate Survey (MEOCS) are analyzed separately. Comparison of the two analyses confirms positive relations among racial/ethnic groups or, more generally, a healthy climate for equal opportunity is associated with higher levels of satisfaction related to job security, opportunities to acquire skills, and overall job satisfaction. Conversely, experiencing discrimination attributable to military sources is associated with lower satisfaction levels. Recommendations are offered to include additional items in the MEOCS, based on items included in the AFEOS, to enable more detailed longitudinal assessments of discrimination experienced by survey respondents.

47. Stewart, J. B. (2001). *The Effects of Racial Incidents on Satisfaction with Military Life: Evidence from the Armed Forces Equal Opportunity Survey* (RSP 00-3). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA387845)

This study examines the extent to which perceptions of the quality of race relations, racial incidents, and the handling of such incidents influence reported levels of satisfaction with military service using data from the Armed Forces Equal Opportunity Survey, released in November 1999. Racial incidents have a negative effect on satisfaction, but the effect is moderated if victims are satisfied with reporting and investigative processes. Unease in dealing with members of other groups and pressure to socialize with members of one's own racial/ethnic group adversely affects the equal opportunity climate in ways difficult to ameliorate through training activities. Efforts to diversify workplace demographics have modest positive effects. Confidence in a supervisor's fairness and commitment to creating a positive EO climate has a significant positive influence on satisfaction. In contrast to the summary information contained in the survey, racial/ethnic minorities generally express greater levels of satisfaction than Whites.

48. Stewart, J. B. (2001). *Variation Across Racial/Ethnic Groups in Effects of Racial Incidents on Satisfaction with Military Service* (RSP-01-6). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA399783)

This study compares the effects of racial incidents on reported levels of satisfaction with military service across racial/ethnic groups by analyzing responses to the Armed Forces Equal Opportunity Surveys (AFEOS). Racial incidents generally have less of an impact on satisfaction of Whites than for any of the other racial/ethnic groups. Incidents perceived to affect promotion opportunities and/or obtaining career enhancing assignments have the largest effects for all groups. The potentially negative influences of incidents are moderated significantly if individuals are satisfied with the investigative procedures. Unease in dealing with members of other groups and pressure to socialize with members of one's racial/ethnic group also impacts the equal opportunity climate negatively for most groups. The effects of cultural awareness and related types of training vary across groups, suggesting possible value in exploring the feasibility of developing a set of culture-specific training modules that complement existing approaches. Working in an environment with a high proportion of minority workers is generally associated with lower levels of satisfaction or has no significant association, except for Asian Americans. Confidence in a supervisor's fairness and commitment to creating a positive EO climate has a major positive influence on satisfaction.

49. Stewart, J. B. (2001). *Variation in the Effects of Different Types of Racial Incidents on Satisfaction with Military Service* (RSP 00-4). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA389541)

This study examines the effect of different types of racial incidents on reported levels of satisfaction with military service, using data from the Armed Forces Equal Opportunity Survey, released in November 1999. Incidents perceived to affect promotion opportunities and/or obtaining career enhancing assignments have the greatest effect. Offensive encounters involving Department of Defense personnel and incidents involving family members also have significant adverse effects. The potentially negative effects are moderated significantly if individuals are satisfied with the investigative procedures. Unease with dealing with members of other groups and pressure to socialize with members of one's own racial/ethnic group adversely affects the equal opportunity climate in ways difficult to ameliorate through training activities. Efforts to diversify workplace demographics have modest positive effects. Confidence in a supervisor's fairness and commitment to creating a positive EO climate has a significant positive influence on satisfaction. In contrast to the summary information contained in the survey, racial/ethnic minorities generally express greater levels of satisfaction than Whites.

50. Boas, S., & Eyal, B. (2000). Challenges of military leadership in changing armies. *Journal of Political and Military Sociology*, 28(1), 43-60.

In this article, the authors review current developments in the environments, tasks, and composition of the armed forces in industrial democracies, and speculate about the implications of these developments on military leadership. In particular, the authors emphasize the opening of military organizations to their environments, the more flexible and modular structure of military forces, and the increased cultural diversity within military organizations.

51. Knouse, S. B., & Landis, D. (2000). Recent diversity research at the Defense Equal Opportunity Management Institute (DEOMI): 1992-1996. *International Journal of Intercultural Relations*, 24, 203-225.

And

52. Knouse, S. B., Landis, D., & Dansby, M. R. (1996). *Recent Diversity Research at the Defense Equal Opportunity Management Institute (DEOMI): 1992-1996* (DEOMI Research Series Pamphlet 96-14). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA316554)

This report presents three major recent research streams occurring at the Defense Equal Opportunity Management Institute (DEOMI). The first involves equal opportunity climate research, which covers the development, use, and organizational correlates of the Military Equal Opportunity Climate Survey (MEOCS) and its variations. The second covers intercultural training research, which focuses on internal and external evaluations of DEOMI's equal opportunity training programs. The third entails research in military discipline: models of causative factors and the military justice process; and research on disparate discipline rates for African-Americans and Whites, sources of disparity, and possible solutions. This report ends with a discussion of future directions and implications for the military for these three areas of research.

53. Knouse, S. B., Smith, A., Smith, P., & Webb, S. C. (2000). Unique types of mentoring for diverse groups in the military. *Review of Business*, 21(1/2), 48-52.

The U.S. military is perhaps the largest and most diverse organization in the world. The present composition and corresponding personnel policies of the military may be an indicator of what U.S. companies may look like in the 21st century. The 21st century will also have profound effects on the military as well as on business. Complex, uncertain, and potentially life threatening response capabilities will require highly diversified technical skills, team-oriented skills, and interpersonal abilities in the members of the various military services. In such an environment, mentoring will be an important means of acquiring and maintaining this crucial skill mix. The military, however, provides unique challenges to mentoring. These special problems and the various solutions the military has devised for them are examined. Also explored are several ideas that organizations in the business world may adopt to improve their mentoring efforts.

54. Kurpius-Robison, S. E., & Lucart, A. L. (2000). Military and civilian undergraduates: Attitudes toward women, masculinity, and authoritarianism. *Sex Roles, 43*(3-4), 255-265.

The influence of civilian and military college environments and undergraduates' sex on gender role attitudes and authoritarianism was investigated. Three hundred thirteen male and 69 female, primarily white middle-class students at the United States Naval Academy, United States Air Force Academy, Reserve Officer Training Corps, and a civilian university participated. Approximately 7% were Hispanic, 6% African-American, and 5% Asian-American. Military students had the most traditional authoritarian beliefs and gender role attitudes. When men only were analyzed, USNA males were the most traditional in their attitudes toward women and in anti-femininity attitudes. ROTC men were the most traditional in authoritarianism and in status beliefs. All military-affiliated men held more traditional toughness attitudes than did civilian men. USNA men had the most traditional attitudes toward women as compared to the USNA females and civilian females and males.

55. Masters, S. G. (2000). *Diversity in the Military: How Far Should We Go In Pursuing a Diverse Force?* Maxwell Air Force Base, AL: Air Command and Staff College. (ADA393969)

This study seeks to analyze the topic of diversity by using various case studies. Examples are provided of blatant discrimination, highlighting the need for diversity initiatives. The possibility of excessive focus on diversity is also explored, with accompanying examples. In the final analysis, there is no magic solution. Our focus must be in the areas of education and leadership. We must celebrate diversity, but not make that celebration a distraction, rather than an enhancement.

56. Moore, B. L., & Webb, S. C. (2000). Perceptions of equal opportunity among women and minority Army personnel. *Sociological Inquiry*, 70(2), 215-239.

Equal opportunity (EO) is recognized by the Department of Defense (DoD) as being crucial to maintaining a high state of military readiness. In the last two and a half decades, a number of EO initiatives have been employed by the DoD and each of the military services in an effort to promote fair treatment of minorities and women. Social science literature suggests that the integration of racial minorities, particularly African American males, is a military success story. Some social scientists argue convincingly that the military has far surpassed civilian organizations in integrating African Americans. While the U.S. military has had a long history of addressing racial issues, problems concerning gender have only recently been addressed on a large scale. Some scholars assert that the military is the last male bastion in the United States. It lags behind the civilian sector in integrating women. This study examines the perceptions of active-duty men and women in the U.S. Army to determine whether minority men are more satisfied with the equal opportunity climate than women and whether minority women are less satisfied with the equal opportunity climate than non-minority (White) women. The purpose of this study is twofold: One objective is to examine differences within the gender category, i.e., African American, Hispanic, and White women. The other objective is to explore differences across gender. Degree of satisfaction is measured by responses to items on the Military Equal Opportunity Climate Survey (MEOCS). The data were stratified by rank level, officer and enlisted, and a General Linear Model (GLM) was performed with race, gender, and the interaction of race and gender as independent variables. In the final analysis, the data were stratified by paygrade, and a GLM was performed on each part separately. Among the findings, race is a more powerful predictor of the attitudes of active-duty men and women toward the EO climate in their units than either gender or the interaction of race and gender. While gender is significant in most of the statistical models, and the interaction of gender and race is sometimes significant, these variables explain less than one percent of the variance. Although African American men are generally more satisfied with the EO climate than African American women, they are less satisfied than White and, in some cases, Hispanic men and women.

57. Niiya, C. K. (2000). *Executive Development Programs in the U.S. Air Force: Does Diversity Matter?* Maxwell Air Force Base, AL: Air Command and Staff College. (ADA394842)

A given approach to diversity can be advanced or hindered by an organization's culture. When an approach is consistent with the organizational culture, its artifacts, values and beliefs, and underlying assumptions, it will be reinforced by that culture. This study considers the policies implemented by three major US firms that not only successfully increased the diversity of their general workforce, but also their executive officers. It will specifically examine how policies interacted with the corporate cultures to produce reinforcing mechanisms in these firms. Executive development is a particularly key means by which an organization can benefit from diversity. Advantages accrue for two reasons: because diverse executives can offer different paradigms (and, by their presence, perhaps encourage the organizational culture to be receptive of differing viewpoints) and because they represent an incentive for attaining future leadership positions to the organization's members who have diverse backgrounds (ethnic, religious or gender), engendering a stronger work effort. Finally, the study examines the overarching Air Force culture and provides historical examples of implementation of these models within the military. Based on the growing diversity of the workforce, effective future AF leaders need to learn to lead diverse organizations and to implement policies for diversity that will be reinforced by their service and organizational culture.

58. Olson, C. B., & Merrill, L. L. (2000). *Self-Reported Perpetration of Sexual Harassment by U.S. Navy Men During Their First Year of Service* (Report No. 00-23). San Diego, CA: Naval Health Research Center. (ADA434586)

Participants in this study were males with at least 9 months of service in the Navy. Respondents were initially surveyed during basic training using a questionnaire assessing demographics, alcohol use and other factors. Follow-up questionnaires were administered by mail and included a measure of harassment perpetration, as well as measures of hostility toward women, hyper masculinity, and alcohol misuse. Descriptive statistics, bivariate comparisons, and logistic regression techniques were used to analyze the data. A substantial number of recruits reported at least one instance of potentially harassing behavior at 6 months and again at 12 months after completing basic training. The analyses also showed that problems with alcohol and binge drinking were associated with higher levels of self-reported harassment perpetration. Finally, the authors found that hostile attitudes toward women and negative attitudes concerning relationships between men and women were related to a significantly greater likelihood of attempting to threaten or bribe a coworker into sexual relations, according to recruits' self-reports.

59. Stewart, J. B. (2000). *Variation in the Effects of Different Types of Racial Incidents on Satisfaction with Military Service (RSP-00-4)*. Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute.

This study examines the effect of different types of racial incidents on reported levels of satisfaction with military service, using data from the Armed Forces Equal Opportunity Survey, released in November 1999. Incidents perceived to affect promotion opportunities and/or obtaining career enhancing assignments have the greatest effect. Offensive encounters involving Department of Defense personnel and incidents involving family members also have significant adverse effects. These potentially negative effects are moderated significantly if individuals are satisfied with the investigative procedures. Unease with dealing with members of other groups and pressure to socialize with members of one's own racial/ethnic group adversely affects the equal opportunity climate in ways difficult to ameliorate through training activities. Efforts to diversify workplace demographics have modest positive effects. Confidence in a supervisor's fairness and commitment to creating a positive EO climate has a significant positive influence on satisfaction. In contrast to summary information contained in the survey, racial/ethnic minorities generally express greater levels of satisfaction than Whites.

60. Varvel, T. K. (2000). *Ensuring Diversity is not Just Another Buzz Word (AU/ACSC/180/2000-04)*. Maxwell Air Force Base, AL: Air Command and Staff College. (ADA394840)

This paper addresses the need to embrace the diversity of the men and women of the Armed Forces. Over the last two decades the military has evolved from an organization of predominately single white males (many of which not having a high school diploma) to an ethnically and multiculturally diverse organization of men and women. Because of this transformation, the leaders of the Armed Forces must learn to manage that diversity and take advantage of its benefits. Embracing diversity as an asset provides a myriad of advantages. Among them are (1) full utilization of human capital; (2) reduced interpersonal conflict; (3) greater innovation and flexibility; (4) improved productivity; (5) reduced employee turnover; and (6) improved recruiting opportunities. There are, however, difficulties involved in managing diversity. The United States Armed Forces have not yet created a culture that is able to take full advantage of diversity. There is no tried and true method of changing organizational culture; suffice it to say that it is a difficult and time-consuming process that may take years to accomplish. Many people in this society look at workforce diversity as another Affirmative Action program. It is important that sailors, soldiers and airmen understand that workforce diversity is not a quota system but rather a way of achieving synergy within an organization. The only way to achieve the synergistic effects of diversity is through commitment and education. Top-down commitment to reinforcing the value of diversity through education in boot camp and continued at least once per year throughout a career will provide the military with innovative men and women eager to help solve the complex problems facing the forces in the next millennium.

61. **Bowens, V. L. (1999). *Is There a Gap in Our Military's Sexual Harassment Policy Between Senior Leaders and Commanders Who Implement the Policy* (AU/ACSC/013/1999-04). Maxwell Air Force Base, AL: Air Command and Staff College. (ADA395149)**

The focus of this research paper is to review the Department of Defense's (DOD) current Equal Opportunity (EO) policy and discuss how the policy of sexual harassment (SH) Zero Tolerance has been implemented in the armed services by senior leaders (O-7 and above). The effectiveness of this policy relies heavily upon the ability of commanders to indoctrinate this policy and influence its intent throughout all levels of their unit. Therefore, the focus of this research is to determine if commanders are implementing and applying the policy of Zero Tolerance as it was intended by senior leaders. To measure the effectiveness of this policy, the author surveyed majors attending the 1998-99 Air Command and Staff College in residence course. Results show that most know which behaviors are SH, but they have not had sufficient training, are not prepared to deal with SH, and are not prepared to conduct an SH inquiry.

62. **Bucher, M. A. (1999). *The Impact of Pregnancy on U.S. Army Readiness*. Maxwell Air Force Base, AL: Air Command and Staff College. (ADA395136)**

The impact of pregnancy on U.S. Army readiness came to the forefront following the Persian Gulf War and the large-scale deployment of military servicewomen. Some deploying units reported that non-deployable rates for pregnancy among women were as much as 30% of those assigned. Numerous studies were conducted to determine the impact of pregnancy on Army readiness and different conclusions were drawn. From a tactical perspective the numbers of non-deployable for pregnancy are more than 16% in support units with a high concentration of female soldiers. Pregnancy in these units has a great impact on readiness, as well as the experience of the pregnant soldier. The Army should evaluate for implementation a one-year comprehensive Maternity Leave of Absence program that takes place during the time the soldier is non-deployable for pregnancy. A volunteer from the Reserve Component force will fill the pregnant soldier's vacancy as a deployable replacement, while gaining valuable active duty training at the same time. The MLA program would benefit the Army by integrating Reserve Component forces and by limiting the time lost from the pregnant soldier's active duty service obligation.

63. Donovan, M. A., & Drasgow, F. (1999). Do men's and women's experiences of sexual harassment differ? An examination of the differential test functioning of the Sexual Experiences Questionnaire. *Military Psychology, 11*(3), 265-282.

The Sexual Experiences Questionnaire (SEQ) was originally developed to assess women's experiences of sexual harassment. It was subsequently modified for use by the armed services for inclusion in the gender issues survey; the revised version is called the SEQ-DoD. In this article, we investigate whether the SEQ can be used to assess men's experiences of sexual harassment. To this end, a newly developed item response theory procedure, the differential test functioning analysis, was used to examine the measurement equivalence of the SEQ-DoD across men and women. Results indicated that the SEQ-DoD did not function equivalently across men and women. The differential test functioning analysis did indicate, however, that the SEQ-DoD would provide equivalent measurement across men and women if 4 of the items that focused on a sexist environment (e.g., 'Treated you differently' because of your sex) were removed. The implications of these findings for the measurement of sexual harassment across men and women are discussed.

64. Fitzgerald, L.F., Drasgow, F., & Magley, V.J. (1999). Sexual harassment in the armed services: A test of an integrated model. *Military Psychology, 11*(3), 329-343.

Although considerable attention has been paid to the frequency of sexual harassment in the military, and more recent work has begun to document its antecedents and outcomes, little attempt has been made to conceptualize the overall process in an integrated way. In this article, the authors examine the usefulness of Fitzgerald, Hulin, and Drasgow's (1995) theoretical model of sexual harassment in organizations for describing and explaining the predictors, extent, and outcomes of this problem in the uniformed services. According to the model, organizational tolerance for sexual harassment and the gender context of the workgroup are critical antecedents of harassment, which, in turn, exert a negative influence on work-related variables (e.g., job satisfaction, organizational commitment), psychological states (e.g., anxiety, depression), and physical health. This model was tested, separately for women and men, in a sample of more than 28,000 military personnel who responded to the 1995 Department of Defense Survey of Gender Issues in the Military. The results indicate that harassment occurs less frequently in groups whose members perceive that the organization's upper levels will not tolerate such behavior as well as in more gender-balanced workgroups. Harassment was associated with negative job attitudes, as well as lowered psychological well-being and health satisfaction, even after controlling for effects of job. The study confirms the utility of the model for understanding sexual harassment in the military, thus extending its generalizability beyond the civilian organizational settings in which it was developed.

65. Fitzgerald, L. F., Magley, V. J., Drasgow, F., & Waldo, C. R. (1999). Measuring sexual harassment in the military: The Sexual Experiences Questionnaire (SEQ-DoD). *Military Psychology* 11(3), 243-263.

Stimulated originally by the Navy's Tailhook episode in 1991, and more recently by revelations of widespread sexual harassment of female Army recruits, there appears to be a growing consensus that the harassment of female military personnel is a problem with profound consequences for both individuals and armed services more generally. At the same time, there are few reliable estimates of the actual nature, prevalence, and severity of this problem. This article attempts to address the issue by describing the development and measurement characteristics of a military version of the SEQ-DoD, which was administered to more than 28,000 military personnel as part of the Department of Defense study of gender issues in the services. Following analysis of the structure of the instrument, the incidence rates for the effects of gender, race/ethnicity, armed service, and rank are examined. Options for scoring the SEQ-DoD and the question of who should be counted as sexually harassed are discussed.

66. Garcia, F. E., Lawler, K. S., & Reese, D. L. (1999). *Women at Sea: Unplanned Losses and Accession Planning* (CRM 98-182). Alexandria, VA: Center for Naval Analyses.

The repeal of the combat exclusion law in 1994 brought about significant changes in the role of women in the Navy. In 1994, women for the first time received orders for permanent assignment to a combatant ship. Most types of ships and all construction battalions are now open to women. In this new environment, the Navy seeks to balance female accessions, bunk plans and requirements, and personnel turnover aboard ships. This study consisted of two components. First, the authors studied the pattern of losses of personnel from ships by gender and explored policies aimed at reducing them. Second, the authors updated a CNA planning model that links women's accession plans, bunk plans, and a variety of personnel policy parameters. To conduct analyses, the authors relied on personnel loss data for all ships during CY94 through CY97 (a total of 335 ships, 86 of which are gender-integrated). To analyze the factors that affect unplanned losses, statistical analyses of ships' monthly loss rates were conducted. The authors also used data on admissions to Navy hospitals from CY91 through CY98 for pregnancy and childbirth. Based on the findings, the authors made two recommendations: (1) Maintain a presence of female Chief Petty Officers of at least 5 percent of the female crew, and (2) Increase "A" School proportion of female accessions.

67. General Accounting Office. (1999). *Gender Issues: Perceptions of Readiness in Selected Units* (GAO/NSIAD-99-120). Washington, DC: Author. (ADA363204)

Opportunities for women in the military have increased in the last several decades. About 14 percent of the total force is women. In 1993 and 1994, significant legislative and policy changes were made that allowed women to serve in many combat-oriented positions previously closed to them. This report focuses on personnel readiness, including the perceptions of personal readiness and unit readiness. The author conducted surveys and discussion groups with select units. The majority indicated that they are prepared to perform their job and can deploy on short notice with only minor problems. Additionally, the majority feel their units are ready. Gender stereotyping was a common theme in discussion groups with women.

68. Hay, M. S., & Elig, T. W. (1999). The 1995 Department of Defense Sexual Harassment Survey: Overview and methodology. *Military Psychology, 11*(3), 233-242.

In 1995, the Department of Defense (DoD) conducted a survey of more than 90,000 active-duty personnel in the Army, Navy, Marine Corps, Air Force, and Coast Guard to collect information on their attitudes, opinions, and experiences regarding sexual harassment. One purpose was to determine how sexual harassment and gender issues had changed since 1988, when the first DoD survey provided baseline data. A second purpose was to broaden the understanding of sexual harassment and gender issues in the military environment in 1995. This article provides background for the 1995 survey, discusses the design of the survey and the sampling, and briefly introduces the articles in this special issue of *Military Psychology*.

69. Knouse, S. B., & Dansby, M. R. (1999). Percentage of work-group diversity and work-group effectiveness. *Journal of Psychology, 133*(5), 486-494.

Diversity in group membership can present both advantages and disadvantages for group performance. The authors examined how different percentages in work-group diversity categories (gender, minority, and persons with disabilities) affected measures of group effectiveness (commitment, overall effectiveness, satisfaction, cohesion, trust, equal opportunity climate, and quality) taken from the Military Equal Opportunity Climate Survey Test Version 3.1. The gender and minority, but not persons with disabilities, categories showed increases in perceived work-group effectiveness at the 11-30% diversity level. Results are discussed in terms of possible optimum diversity levels, expanded measures of diversity, and team development of diverse work groups.

70. Knouse, S. B., & Webb, S. C. (1999). *Networks Among Women and Minorities in the Military* (RSP 99-10). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA387776)

Networking, which provides information and support for career development and personal growth, is important for organizational members, particularly women and minorities, who face unique problems in many organizations. The present report examines several network variables: homophily (i.e., degree of similarity among network members), network size, range, strength of network ties, network density, and quality of leader-member exchange. In addition, the authors look at critical problems in specialty group networks of minorities, women, and the military. They then examine several innovative ways of developing networks for these specialty groups, such as education and training, peer networks, and virtual networks. Finally, the authors present several recommendations for establishing networks for specialty groups in the military.

71. Lancaster, A. R. (1999). Department of Defense Sexual Harassment Survey: Overview and methodology. *Military Psychology*, 11(3), pp. 219-231.

The Defense Manpower Data Center conducted sexual harassment surveys of active-duty military members in both 1988 and 1995. The 1995 survey effort, sponsored by the Under Secretary of Defense for Personnel and Readiness, was designed to allow comparisons with the earlier survey as well as incorporate advances in sexual harassment measurement and research methodology. Since the release of the initial survey findings, considerable additional research has been conducted. This article provides historical background information on the Department of Defense (DoD) sexual harassment survey efforts, including recent initiatives to standardize sexual harassment methods across DoD-wide and armed-services-specific surveys. The article also highlights salient findings from the additional research reported in this special issue and identifies fertile areas for future research.

72. Magley, V. J., Waldo, C. R., Drasgow, F., Fitzgerald, L. F. (1999). The impact of sexual harassment on military personnel: Is it the same for men and women? *Military Psychology*, 11(3), 283-302.

Research in the civilian workplace has documented the serious psychological, health-related, and job-related outcomes of sexual harassment of women by men. The question of whether men experience sexual harassment similarly has more recently been proposed, resulting in considerable debate regarding not only the extent of the outcomes of such experiences but also the sex of the offender. This study directly compared outcomes of sexual harassment for men and women utilizing data from the U.S. Department of Defense's (1995) recent gender issues survey. The results of both linear and quadratic regression analyses indicate that within the range of similar experiences, sexual harassment exerts a negative effect on male and female personnel in similar ways on 3 sets of outcomes: psychological, health, and job-related. Three differences emerged, however, suggesting differential experiences of sexual harassment for men and women. First, women were more likely to have been sexually harassed than were men. Second, women experienced sexual harassment at higher frequencies than did men; the negative impact on women, both individually and as a group, is thus considerably more pronounced. Finally, women almost always experienced sexual harassment from men; men were somewhat more likely to experience such behaviors from men than from women.

73. Scarville, J., Button, S. B., Edwards, J. E., Lancaster, A. R., & Elig, T. W. (1999). *1999 Armed Forces Equal Opportunity Survey (DMDC-97-027)*. Arlington, VA: Defense Manpower Data Center. (ADA366037)

In 1996, the Defense Manpower Data Center (DMDC) conducted the first Department of Defense (DoD)-wide survey assessing the extent to which members of the military and their families experienced racial/ethnic harassment or discrimination. The survey was developed for the purpose of providing a better understanding of service members' perceptions and experiences related to fair treatment and equal opportunity. The questionnaire asked service members about their overall racial/ethnic interactions, as well as about specific insensitive, discriminatory, and harassing racial/ethnic interactions that had occurred in the 12-month period prior to filling out the survey. The survey also contained items on members' perceptions of official EO actions (e.g., satisfaction with the outcome of the complaint, actions taken in response to the complaint). The questionnaire was mailed to 76,754 enlisted members and officers up to the rank of O-6 in the Army, Navy, Marine Corps, Air Force, and Coast Guard. The mailing resulted in a 53% rate of usable responses, which is typical for large-scale surveys of military personnel. Findings show that race relations in the military are perceived having improved over the last year and are better than in civilian communities, but Whites tended to be more positive than minority members about equal opportunity in the military.

74. Steinberg, A. G., & Foley, D. M. (1999). Mentoring in the Army: From buzzword to practice. *Military Psychology, 11*(4), 365-379.

This article attempts to define and document the nature and extent of the practice of mentoring in the U.S. Army. This study also investigates concerns that the mentoring relationship might foster a glass ceiling for women and minority members if White men were less likely to mentor women and minority members. Surveys and interviews were conducted to examine how 3,715 active Army senior noncommissioned officers (NCOs) and 4,876 active Army commissioned officers conceptualize mentoring, the prevalence of mentoring, and whether women and minorities have different mentoring experiences. Factor analysis showed 3 dimensions of mentoring behaviors: Personal Development, Career Sponsoring, and Job Coaching. Most NCOs and officers had been mentored. Neither women nor minorities were at a disadvantage; no gender or race differences were found in whether they were mentored, in the type of assistance they received, and in the helpfulness of those mentoring behaviors. However, differences occurred as a function of rank and type of organizational unit of those who were mentored.

75. Williams, J. H., Fitzgerald, L. F., & Drasgow, F. (1999). The effects of organizational practices on sexual harassment and individual outcomes in the military. *Military Psychology, 11*(3), 303-328.

Research demonstrates that an organizational climate tolerant of sexual harassment directly contributes to the occurrence of harassment and negative psychological, health-related, and job-related outcomes for employees. This article operationalizes organizational intolerance of sexual harassment in terms of specific organizational activities and examines the effectiveness of each such activity in minimizing these adverse effects. The article has 3 goals: (a) to propose a framework for understanding the range of organizational activities with regard to sexual harassment; (b) to discuss the effects of specific organizational activities on the incidence of sexual harassment in the military as well as their impact on individual service members; and (c) to address the theoretical, organizational, and legal implications of these findings. Specifically, it examines service members' perceptions of military efforts related to harassment in 3 areas: (a) the implementation practices related to policies and procedures, (b) provision of resources for targets, and (c) provision of training. Results demonstrate that these practices differentially affect the incidence of harassment and service members' job-related outcomes, with perceived organizational implementation practices having the greatest effect and the provision of either training or resources having the least. The findings demonstrate that fewer implementation practices are related to reduced service member commitment to the military and reduced satisfaction with supervisors and work in general, suggesting reduced unit cohesion and readiness as well as reduced general military effectiveness.

76. Biernat, M., Crandall, C. S., Young, L. V., Kobrynowicz, D., & Halpin, S. M. (1998). All that you can be: Stereotyping of self and others in a military context. *Journal of Personality & Social Psychology*, 75(2), 301-317.

The authors tested the shifting standards model as it applies to sex- and race-based stereotyping of self and others in the military. U.S. Army officers attending a leadership training course made judgments of their own and their group mates' leadership competence at 3 time points over a 9-week period. We examined the effects of officer sex and race on both subjective (rating) and objective/common-rule (ranking/Q-sort) evaluations. Stereotyping generally increased with time, and in accordance with the shifting standards model, pro-male judgment bias was more evident in rankings than in ratings, particularly for White targets. Self-judgments were also affected by sex-based shifting standards, particularly in workgroups containing a single ("solo") woman. Differential standard use on the basis of race was less apparent, a finding attributed to the Army's explicit invocation against the use of differential race-based standards.

77. Culberston, A. L., Rosenfeld, P., & Perry, Z. A. (1998). *The Consultant's Guide for Marine Corps Equal Opportunity Advisors* (NPRDC-TN-98-10). San Diego, CA: Navy Personnel Research and Development Center. (ADA348895)

Starting in 1993, the Marine Corps has developed a cadre of trained specialists known as Equal Opportunity Advisors (EOAs) to assist with implementing the service's equal opportunity program. The Consultant's Guide for Marine Corps Equal Opportunity Advisors (EOAs) was developed to facilitate Marines' effectiveness in their roles as advisors to senior leadership. Information included in the Guide was gleaned from interviews with Marine leaders and Marine Corps EOAs serving in commands around the world, along with subject-matter experts in the area of organizational consulting and change. The Consultant's Guide provides both a general framework for organizational change, and discusses how Marine Corps EOAs share the common challenges faced by organizational consultants and change agents. The Guide also describes how to plan, administer, and analyze a survey of equal opportunity climate and sexual harassment. The Consultant's Guide presents this in three modules: (1) framework for organizational change, (2) Marine Corps EOAs as organizational consultants, and (3) the Marine Corps Command Assessment System (MCCAS) consulting process. This Guide is intended for use by Marines attending EOA training at the Defense Equal Opportunity Management Institute (DEOMI), Patrick Air Force Base, FL, and as a resource book for Marines throughout the Corps.

78. Culbertson, A. L., Thomas, P. J., & Harden, J. P. (1998). *Role of Recreation in Facilitating Gender Integration in the Navy* (NPRDC-TN-98-12). San Diego, CA: Navy Personnel Research and Development Center. (ADA351098)

This project was initiated in response to requests from the Fleet to provide Navy leadership with tools to facilitate the integration of women throughout the active duty force. This study explored how Navy Morale, Welfare and Recreation (MWR) programs could assist Navy leaders with this challenge. Research findings from recreation, sports psychology, and past efforts in diversity management shed light on using recreation to facilitate gender integration. Survey data collected from active duty personnel clarify similarities and differences in men's and women's recreation needs. This data also demonstrated how use of Navy MWR fitness centers impacts key individual and organizational outcomes, such as satisfaction with one's life and intentions to remain in the Navy. Data collected on the first aircraft carrier to deploy with both men and women describes a common foundation on which to build integrated fitness programs aboard ship. Experiences at the Naval Academy emphasize the importance of fitness for both the physical and social outcomes it provides. Interviews and expertise from Navy MWR professionals encourage Navy leadership to look to MWR for facilities and programs that encourage team building, unit cohesion, and gender integration among our active duty force. Lastly, recommendations concerning recreation programming for gender integration are offered.

79. Dansby, M. R., & Landis, D. (1998). Race, gender, and representation index as predictors of an equal opportunity climate in military organizations. *Military Psychology*, 10(2), 87-109.

Recent analyses of the perceptions of equal opportunity (EO) climate in the military highlight differences among various demographic subgroups. Prior research indicates minority female officers have the least favorable views of EO climate in the military organizations when contrasted to comparable demographic subgroups (i.e., Caucasian male officers, etc.). Differences based on race, gender, and representation index (number in the subgroup divided by the total unit population) are explored in a sample of 190 U.S. Navy units (N = 47,823) that conducted the Military Equal Opportunity Climate Survey between 1990 and 1995. As predicted, minority female officers' perceptions of the favorability of the EO climate improved as their representation in the organization increased ($p < .05$). Contrary to the expected negative relation, higher educational attainment positively correlated with improved perceptions of EO climate. The findings are interpreted as supporting consideration of the representation issue as a means to improving perceived EO climate.

80. General Accounting Office. (1998). *Gender Issues: Analysis of Promotion and Career Opportunities Data*. Washington, DC: Author. (ADA347227)

The authors analyzed promotion, professional military education (PME) and assignment data for FY93 through FY97 to determine if rates were similar between women and men. Results show that overall promotion rates were similar over 80 percent of the time, and rates of PME and key assignments were similar about half of the time. Only the Army had more significant differences in promotion selections that favored men. There were more differences in PME rates for individual services, with Army and Navy favoring men and the Marine Corps and Air Force favoring women. Decisions about key assignments tended to favor men in the Air Force and the Navy while the Army tended to favor women.

81. Johnson, J. L., & McIntyre, R. M. (1998). *Leading Diverse Teams in the Department of Defense* (RSP 98-7). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute.

Three topics were discussed in combination in this paper: Teams, Team Leadership, and Diversity. The question that drove the effects of personality diversity (as defined by the Five Factor Model of personality) on learning teams from the Equal Opportunity report was "How teams consisting of diverse individuals should be led?" To this end, a review of the literature was carried out. In addition, a pilot study was conducted to examine Advisor 98-2 class at the Defense Equal Opportunity Management Institute (DEOMI). Results of the literature review led to the conclusion that a new paradigm might be explored for managing diversity within the organizations and within teams. Results of the pilot study confirmed the importance of personality characteristics as an element of diversity. Suggestions were made for practical actions to be taken on the basis of present knowledge and for research on this as yet unanswered question.

82. Knouse, S. B. (1998). *Keeping "On Task": An Exploration of Task Cohesion in Diverse Military Teams* (DEOMI RSP 98-1). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA359547)

Military teams (e.g., combat teams, training teams, and quality teams) that have diverse and cross-functional membership face a basic dilemma. Such diversity produces a greater range of perspectives and problem solving approaches, but at the same time decreases cohesiveness in the team. Cohesiveness historically has been examined in social terms (e.g., common interests and attitudes). Given the problems with cohesiveness, this report examines an alternative approach—task cohesion (i.e., building team cohesion based upon the task rather than social aspects of the team). Theoretical bases of task cohesion as well as empirical findings are discussed. This report argues that task cohesion is perhaps a better type of group dynamic than social cohesion to emphasize in building teams.

83. Knouse, S. B., & Webb, S. C. (1998). *Mentors, Mentor Substitutes, or Virtual Mentors? Alternative Mentoring Approaches for the Military (RSP-98-2)*. Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA358224 or ADA360845)

This report provides an overview of mentoring: the career enhancing and psychosocial functions, the stages of development in the mentoring relationship, and a selective review of the research literature. The authors argue that the traditional mentoring relationship is difficult to establish and maintain in a military environment for a number of reasons including the rank structure and job environment. Therefore, a number of mentoring alternatives are presented: peer mentors, team mentoring, mentor circles, networking, specialty leaders, retirees, and virtual mentors. Several suggestions for implementing these alternatives in the military are included.

84. Mitchell, P. S. (1998). *A Woman's Place Is In...the Army: Implications of Expanding Roles for Women on Future Defense Policy*. Washington, DC: National War College. (ADA442822)

Given that the number of women in the Services stands at an all time high, and that women continue to join in ever increasing numbers, the author proposes that their expanding roles will have serious implications for future defense policy. The author reviews what she believes to be key events of this decade, and then examines some of those implications and how they may change the way we think about personnel utilization. While the issues affect women in all Services, the author will focus on the Army because that it is the image of a soldier in combat boots that most readily comes to mind when discussing the role of women in the military, and particularly in combat. It is also the Army that has been the focus of the most recent sexual harassment incidents to gain the attention of the American public.

85. Moore, B. L. (1998). *How Do Active Duty Women Perceive the Army's Equal Opportunity Climate?* (RSP 97-14). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA358215)

This study examines the perceptions of active-duty men and women in the U.S. Army to determine whether or not minority men are more satisfied with the equal opportunity climate than women and whether or not minority women are less satisfied with the equal opportunity climate than non-minority (white) women. Although the focus of this study is on active-duty women in the Army, active-duty men have been entered into the statistical analysis for comparison. Degree of satisfaction is measured by responses to items on the Military Equal Opportunity Climate Survey (MEOCS). The data were stratified by rank levels (officer and enlisted), and a General Linear Model was estimated with race, gender, and the intersection of race and gender as independent variables. Results indicate race is a more powerful predictor of the attitudes of active-duty men and women toward the equal opportunity climate in the military than gender. While gender and the interaction of gender and race are significant in most of the statistical models in this study, they explain less than one percent of the variance. Although African-American men are more satisfied with the equal opportunity climate than African-American women, they are less satisfied than both white women and, in some cases, Hispanic women.

86. Moore, B. L., & Webb, S. C. (1998). Equal opportunity in the U.S. Navy: Perceptions of active-duty African American women. *Gender Issues*, 16(3), 99-119.

In 1989, the Navy Personnel Research and Development Center (NPRDC) developed a service-wide survey to assess the equal opportunity climate of the Navy. This survey, known as the Navy Equal Opportunity/Sexual Harassment Survey (NEOSH), is administered to a random sample of Navy women and men every two years. Each year the survey has been administered, results have indicated that African American women are the least satisfied with the equal opportunity climate of the Navy than any of the other aggregated groups. In an effort to explain and expand upon the findings of the NEOSH, NPRDC organized a group of facilitators in 1995 to conduct focus groups of African American Navy women. The present study is based on data from these focus groups. The women in this study exemplify what some researchers refer to as the "double whammy" phenomenon: disadvantaged because of both their race and gender. The data also lend support to theories of tokenism. An interesting finding is that regardless of how dissatisfied the African American women were about the equal opportunity climate in the Navy, they still viewed job opportunities to be better in the Navy than in the civilian sector. Recommendations from focus group participants for improving the Navy EO climate are presented.

87. Nacoste, R. W. (1998). *See No Evil, Hear No Evil: Senior Leaders' Social Comparisons, and the Low Salience of Racial Issues* (RSP 98-6). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA359220)

Four hypotheses are proposed and tested to investigate the role of social comparison as an influence on the extent to which racial issues are salient to senior military leaders. Working from an informational interdependence perspective, it is argued that by virtue of their demographic and hierarchical isolation, senior military leaders rely on social comparison to make assessments of the racial climate in their units. For a variety of reasons, these subjective social comparisons are favorable, reducing the salience of racial issues for senior leaders in their units. Test of hypotheses using factor analysis, correlations, and regression techniques confirmed the presence and predicted influence of social comparison.

88. Newell, H. M. (1998). *Full Integration of Women in the Air Force: Myth or Possibility?* (Master's Thesis). Wright-Patterson Air Force Base, OH: Air Force Institute of Technology. (ADA354246)

This thesis investigates the primary issues involved in achieving full integration of women. These primary issues are defined by the frequency that they are studied as well as their impact on gender integration. Full integration of women in the Air Force signifies the achievement of a fully standardized, mission-ready force. A fully standardized force is one in which all personnel are capable (through required, standard training) of accomplishing the mission required of them, depending on the positions to which they are assigned. The investigative questions to be answered during the course of this research relate directly to the research problem. These include: (1) what is meant by the term "full integration" in regards to the assimilation of women into the ranks; (2) what have certain previous studies, conducted mostly after the Desert Storm/Desert Shield deployment, concluded about the status of women in the military, particularly the Air Force; (3) What are the issues surrounding the full integration of women, in the Air Force, as defined within the context of this thesis; and (4) How are these issues affecting full integration efforts.

89. Riedel, R. G. (1998). *Does Reported Discrimination in the Military Impact Organizational Factors Differently for Gender, Race, and Rank?* (RSP-98-10). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA359177)

Discrimination has been with us since the beginning of time and still plagues our nation today. This project investigated the impact reported discrimination has on views of organizational factors in the military as a function of gender, race, and rank. Not surprisingly, it was found that discrimination does affect views of organizational factors in the military. Results supported the hypothesis that people belonging to groups that have historically been discriminated against (e.g., women and minorities) are impacted less than those of people belonging to groups that have not historically been discriminated against (e.g., white men). A model of the process of discrimination is proposed and discussed in light of the findings.

90. Rosenfeld, P., Newell, C. E., & Le, S. (1998). Equal opportunity climate of women and minorities in the Navy: Results from the Navy Equal Opportunity/Sexual Harassment (NEOSH) Survey. *Military Psychology*, 10(2), 69-85.

This article reviews the equal opportunity (EO) climate of women and minorities in the Navy based on the results of the 1993 Navy Equal Opportunity/Sexual Harassment (NEOSH) Survey. A random sample of active-duty Navy officers and enlisted personnel stratified by racial and ethnic group (White/Other, Black, and Hispanic) and gender was selected, resulting in 12 groups (N = 3,801; response rate = 41%). The data were weighted to reflect the actual distribution of the 12 groups in the Navy population. Results indicated that overall Navy EO climate is positive; however, the perceptions of women and Blacks were generally less positive than those of men and Whites. Specific findings on racial and gender discrimination are discussed. Overall, the results show that those who have experienced racial or gender discrimination are less satisfied with the Navy, have higher intentions of leaving, and lower intentions to remain in the Navy until retirement. Comparisons between 1991 and 1993 findings showed evidence of widening perceptual gaps between Whites and minorities and between men and women, especially among officers. Implications of these results are discussed.

91. Sayles, A. H. (1998). *On Diversity* (Army Issue Paper No. 1). Carlisle, PA: U. S. Army War College. (ADA351595)

Organizations across America are concerned with issues related to living and working in a culturally diverse environment. The author discusses the current effort to address diversity within the Army. He believes the most equitable approach to be one based on the "same but different" concept. Service members need to become the same within the organizational culture, while the organization needs to recognize that members need to maintain certain individual differences. The author proposes three levels: (1) recognizing the organizational need for employees to be the same while respecting differences; (2) using programs to assist in understanding differences and learning appropriate and proper ways of treating others; and (3) recognizing the organizational value of these differences and making use of alternative perspectives to create the best possible working environment for all.

92. Thomas, P. J., Edwards, J. E., Perry, Z. A., & David, K. M. (1998). Racial differences in male Navy officer fitness reports. *Military Psychology*, 10(2), 127-135.

The perception of racial bias in performance evaluations is widespread among Black male Navy officers. In this article, the authors discuss an analysis of the quantitative marks and written comments in the fitness reports of matched pairs of 582 officers. Ninety-nine percent of the White officers and 96% of the Black officers were rated in the highest block on overall performance. Some racial differences were found in the written comments, however. White officers were described as outstanding leaders more often than Black officers. Most important, White officers were given significantly more promotion-related recommendations than were Black officers, who received more assignment-related recommendations. There were virtually no racial differences in the evaluations of the pilots and naval flight officers. Black officers in the surface warfare community and medical service corps, the communities having the highest population of Black officers, were apt to receive less career-enhancing ratings than their White peers. The analysis by military rank revealed that most of the racial differences occurred in the evaluations of lieutenants. Because information concerning actual level of performance was unavailable, it was not possible to conclude that racial bias was operating.

93. Thomas, M. D., & Thomas, P. J. (1998). *Nature of Gender Discrimination in the Navy* (NPRDC-TN-98-1). San Diego, CA: Navy Personnel Research and Development Center. (ADA335230)

A survey designed to measure the frequency and types of gender discrimination perceived to exist at Navy commands was completed by over 5,000 randomly selected enlisted and officer women and men. In addition, over 100 telephone interviews were conducted with survey respondents (primarily women) who were willing to describe their gender discrimination experiences in depth. While treatment discrimination is not prevalent in Navy commands, many Navy women experience subtle forms of gender discrimination that may result in reduced unit cohesion and increased turnover. It is recommended that awareness of the concept of gender discrimination be raised, and that rates of gender discrimination continue to be monitored.

94. Thomas, P. J. & Uriell, Z. A. (1998). *Pregnancy and Single Parenthood in the Navy: Results of a 1997 Survey* (NPRDC-TR-98-6). San Diego, CA: Navy Personnel Research and Development Center. (ADA353976)

The Navy Survey of Parenthood and Pregnancy was designed to investigate variables associated with single parenthood and pregnancy, gather data needed to monitor the number of single parents and pregnant women in the Navy, and evaluate the implementation of policies for managing these two groups. In addition, the survey addressed women's health care as delivered by Navy medical providers. The Navy's annual pregnancy rates parallel civilian rates for age cohorts. Almost two-thirds of the pregnancies among enlisted women that occurred in fiscal year 1996 were unplanned. Half of the women experiencing an unplanned pregnancy were not using any method of birth control, whereas the pill was the most failure-prone method of contraception among women practicing birth control. Women who became pregnant while in a deployable unit had more adverse outcomes (e.g., fetal loss, health problems) than women on shore duty. Single parenthood rates were unchanged from 1992 except among enlisted men, whose current rate was significantly higher. Divorce was the most common cause of single parenthood among officers and male enlisted; among female enlisted, being unmarried when the child was born was a major cause. Less than 20% of the single pregnant women received counseling on the help available to them from the Navy in obtaining financial support from the baby's father. There has been no increase in compliance with the requirement to complete a Family Care Certificate since 1992.

95. Whaley, G. L. (1998). *Three Levels of Diversity: An Examination of the Complex Relationship between Diversity, Group Cohesiveness, Sexual Harassment, Group Performance, and Time* (RSP 98-3). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA359570)

This paper puts forth a typology for classifying different types of diversity variables. Using the dimensions of “observability” and “measurability,” a four cell classification scheme is created, and three levels of diversity variables are identified: surface, working, and deep level diversity. The author explains the nature of the relationship between the three levels of diversity and posits a general model of organizational behavior including diversity, group cohesiveness, group performance, sexual harassment, and time.

96. Espiritu, E. M., Eitlberg, M. J., & Flyer, E. S. (1997). *Study of First-term Attrition among Racial/Ethnic Minorities in the Navy* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA333335)

The objective of this study is to gain a better understanding of first-term enlisted attrition among racial/ethnic groups in the Navy. Previous research on attrition is limited with respect to racial or ethnic variables. The study uses a special database developed by the Defense Manpower Data Center in Monterey, CA. The database contains the records of over 500,000 male recruits who enlisted in the Navy during fiscal years 1983 through 1992. These people are tracked over a 48-month period to determine rates of first-term attrition. Cross-tabulation and frequency analyses are used to examine attrition rates by race, racial/ethnic group, and ethnicity (including 20 categories). Attrition rates for these groups are also evaluated according to several variables: Armed Forces Qualification Test category; high quality status (a combination of education and aptitude test scores); reasons for separation; and occupational area. The exploratory results reveal several trends between and within racial and ethnic groups, based on the selected variables. The results also confirm that a number of racial or ethnic groups have comparatively low rates of attrition. Further research is recommended to more fully explain underlying reasons for the relatively lower rates of attrition experienced by certain minorities.

97. Habel, G. T., Crawford, A., & Thomas, G. W. (1997). *Diversity training in the United States Marine Corps* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA331782)

In recent years, the Marine Corps has become a very racially, ethnically, religiously, and gender diverse organization, and demographic trends indicate that this diversity will become even more pronounced in the future. Such diversity can have a strong, positive influence on productivity. This thesis examines problems the Marine Corps has had in accepting diversity within its ranks, analyzes the Marine Corps plans for addressing diversity issues now and in the future, and evaluates several coalition building workshops for their applicability to the Marine Corps. A literature review on diversity issues such as power, privilege, social conditioning, and racism is combined with the results of a survey of Navy and Marine Corps officers who participated in a graduate-level seminar on managing diversity in the military and with workshop assessments to develop a plan for diversity training in the Marine Corps. This plan incorporates highly interactive exercises, role-playing scenarios, personal experience, enlightened lectures, and other forms of instruction consistent with Adult Learning Theory to offer the Marine Corps a better chance of creating a cultural change around diversity issues. This training program should be facilitated by highly trained and dedicated instructors and it should be taught at career-level schools where small groups of racially, ethnically, and gender diverse students can learn in a peer environment. This program must be given the same degree of attention as other important factors affecting readiness.

98. Harrell, M. C., & Miller, L. L. (1997). *New Opportunities for Military Women: Effects upon Readiness, Cohesion, and Morale* (MR-896-OSD). Santa Monica, CA: RAND Corporation. (ADA332893)

The role of women in the military has steadily been increasing since the early 1970s. The most recent changes occurred between 1992 and 1994, when both legislative and policy changes expanded opportunities for women. Congress has taken a keen interest in this process, and the House report for the Defense Authorization Act for Fiscal Year 1997 included as a special interest item a direction to the Secretary of Defense to evaluate the performance of the military services in integrating women into occupations previously closed to them. The report also asked for an assessment of the effects of this integration on readiness and morale. The study has three components. The first determines how each service implemented the guidance to open new skills and organizations to women. Each service interpreted the guidance differently, and it is important to understand those interpretations before assessing the progress in implementing the congressional guidance. The second component assesses the progress of what we refer to as gender integration. In this component, the authors determined the extent to which the services carried out their interpretations of the congressional direction. The third component assesses the effects of gender integration on the readiness, cohesion, and morale of units. To complete the third component, the authors relied on a series of visits to military units. They visited 14 units, chosen to provide the broadest possible view of the effects of the policy changes. They used three techniques during field visits to gather information about gender issues and their effects on readiness, cohesion, and morale. The authors interviewed commanders and other senior leaders, conducted a series of focus groups with unit personnel, and administered a survey to focus-group participants and other unit personnel.

99. Jones, J. T. (1997). *Gender Differences in Job Satisfaction in the U. S. Army* (ARI-SR-97-04). Arlington, VA: Army Research Institute. (ADA339232)

This report summarizes findings from the spring 1995 Sample Survey Military Personnel (SSMP) which focused on soldier satisfaction with aspects of their Army life, jobs, and careers. A total of 15,113 soldiers responded to the survey. There were few if any differences between males and females in their responses to items on stress, promotion potential, and global satisfaction (job/career/life). Females were more positive in their responses to items covering benefits, family, equity, basic pay, job security (officers only), and job characteristics (enlisted only). Males were more positive in their responses to items covering co-workers, supervisors, leadership, developmental courses (more likely to have had courses), and absence from duty station for military reasons (more likely to be deployed/TDY/in training). Results from the survey did not identify any clear cut relationships between job satisfaction and career intent for males or females; however, it does appear that separation from family may be an important factor in why some female soldiers decide to leave the Army.

100. Manning, C. D. (1997). *Managing Diversity in the United States Navy* (Master's Thesis). Washington, DC: Naval Research Lab. (ADA331920)

Diversity management has become a strategy used by many organizations and management practitioners in recent years. The goal is to ensure that all people are respected, and valued, and that their talents are fully utilized within the organization. Organizational strategies incorporating total systems change are being used widely to accomplish the objective. This thesis seeks to develop a managing diversity program for the Navy. It reviews the approaches used by private and public organizations to manage diversity. This thesis also evaluates new approaches by diversity management practitioners and organizations. It is recommended that the Navy commit to organizational change utilizing a total systems change approach, which affects the individual, interpersonal relationships, the organization's systems, policies and practices, and the culture of the organization. The total system must be addressed to effectively sustain managing diversity in the U.S. Navy.

101. Miller, L. L. (1997). Not just weapons for the weak: Gender harassment as a form of protest for Army men. *Social Psychology Quarterly*, 60, 32-51.

Structural analyses describe men as the dominant gender in the military; yet some Army men use strategies against women similar to the "weapons of the weak" described in the resistance literature. Social psychology sheds light on this behavior because of its emphasis on perceptions of power. Some Army men actually believe that women are the powerful gender within the military, and thus act as an oppressed group on the basis of those perceptions. Structural analyses that divide the population into the powerful and the powerless are further limited because they do not account for coexisting multiple hierarchies of power. Individuals can simultaneously enjoy privilege and face disadvantages according to race, gender, age, occupation, and position within an organization. Although the Army apparently has made some headway in deterring overt sexual harassment, some men still may resort to covert gender harassment to express their disapproval of women's participation in the military.

102. Ragins, B. R. (1997). Diversified mentoring relationships in organizations: A power perspective. *Academy of Management Review*, 22, 97-111.

A power perspective is used to examine the linkage between diversity and mentorship in work organizations. Sociological perspectives on power and minority group relations are used to develop and operationalize the construct of diversified mentoring relationships in organizations. The article examines behavioral and perceptual processes underlying diversified mentoring relationships and explores the relationship between diversified mentoring relationships and other work relationships. The consequences associated with diversified and homogeneous relationships are examined using a dyadic approach. The article closes by offering research propositions and discussing several implications.

103. Rosen, L. N., & Martin, L. (1997). Sexual harassment, cohesion and combat readiness in U.S. Army support units. *Armed Forces and Society, 24*(2), 221-244.

Sexual harassment as a work climate variable was examined in relation to acceptance of women, gender composition of the work group, cohesion, readiness, mission requirements, and expectations among male and female soldiers in U.S. Army combat support and combat service support units. Using group level analysis, the study found that soldiers' assessment of sexual harassment in the unit was significantly correlated with poor leadership climate, lower acceptance of women, and lower combat readiness. Among female soldiers, a higher percentage of women in the work group was associated with fewer sexual harassment experiences and with higher acceptance of women. Male soldiers in units with a higher percentage of women were more likely to perceive sexual harassment as a problem in the unit. Higher percentage of women in the unit and male soldiers' perceptions of sexual harassment as a problem in the unit were both associated with more days spent in the field training. Perceived time pressure was correlated with lower acceptance of women and lower combat readiness for male soldiers, while for female soldiers; increased days in the field were associated with lower combat readiness.

104. Sadler, A., Booth, B. M., & Cook, B. (1997). *Sexual Victimization and the Military Environment: Contributing Factors, Vocational, Psychological, and Medical Sequelae*. Iowa City, IA: Veterans Administration Medical Center. (ADA345471)

The goal of this study was to determine military environmental factors associated with violence towards service women. A national sample of 558 women veterans completed a computer-assisted telephone interview assessing their experiences with in-military sexual harassment, unwanted sexual touching, physical assault and rape. Pre-military physical and sexual victimization events and demographic factors were additionally considered as risk factors for in-military violence. Vocational, health status, and psychological differences (including findings of post-traumatic stress disorder, depression, anxiety, alcohol dependence, and panic disorder) between victimized and non-victimized women were also described.

105. Sealey, V. D. (1997). *Study of Attrition among Enlisted Women in the Navy* (Master's Thesis). Washington, DC: Naval Research Lab. (ADA331604)

This thesis examines data on the possible reasons for attrition among enlisted women in the Navy. Cross-tabulations are employed to analyze the most prevalent reasons for attrition among women in the Navy across occupations and compared with men. Entry cohorts from fiscal years 1986 through 1990 were used to identify personnel who left the Navy prior to the completion of their obligated service over a 48-month period. The study results indicate that, with the exception of pregnancy and alcohol/drugs, the reasons for early separation are generally the same for men and women across Navy occupations. The study suggests that further research is needed to accurately determine and address the reasons for female attrition from the Navy.

106. Weis, J. S., & Van Steenbergen, A. J. (1997). *An Assessment of the Effects of Changing Family Circumstances on the Size and Diversity of Future Military Accessions* (Master's Thesis). Washington, DC: Naval Research Lab. (ADA331223)

This thesis examines the relationship between changing family circumstances and the educational outcomes of children, and derives the implications of changes in family background on the quality and diversity of future military recruiting pools. The data sources for this thesis were the Panel Study of Income Dynamics, maintained and published by the University of Michigan, and the March Current Population Surveys, maintained and published by the U.S. Bureau of Labor Statistics. The authors estimated the effect of family background variables such as family income, parental education levels, and number of siblings, on the likelihood of children either completing high school or attending college. We then used these relationships to simulate the rates of high school completion and college attendance for nationally representative samples of children selected from the March 1974/1975 and 1993/1994 Current Population Surveys. The results indicate that today's children from white families will likely complete high school at lower rates but attend college at somewhat higher rates, as compared to people who were children in the early 1970s. Today's children who are growing up in minority families will likely graduate from high school at lower rates, and today's black and Hispanic children who do complete high school will be less likely to attend college, again compared to children from the 1970s. These trends suggest that military recruiters will likely have more difficulty recruiting from among all youth for enlistment and may have less success in finding minority officers.

107. Bastian, L. D., Lancaster, A. R., & Reyst, H. E. (1996). *Department of Defense 1995 Sexual Harassment Survey (96-014)*. Arlington, VA: Defense Manpower Data Center. (ADA323942)

This report describes basic results from the 1995 Status of the Armed Forces Surveys of sexual harassment. Defense Manpower Data Center (DMDC) conducted the first Joint-Service, active-duty sexual harassment survey in 1988. In 1994-95, DMDC updated and re-administered the survey. Form A replicated the DoD-wide 1988 Survey of Sex Roles in the Armed Forces. Form B expanded and updated measures. A non-proportional stratified random sample of active-duty Army, Navy, Marine Corps, Air Force, and Coast Guard personnel were surveyed by mail starting 15 February 1995. The weighted response rate was 54%. Responses were weighted up to population totals, adjusting for differential sampling and response rates in demographically homogeneous groups. The survey results document a decline in harassment experiences since 1988 and reflect DoD and the Services' increased emphasis on combating sexual harassment. Despite the decline, there is room for improvement in achieving the DoD goal of eliminating sexual harassment from the DoD workplace. Results of the 1995 DoD Sexual Harassment Study highlight a number of issues that warrant continued consideration.

108. Buchanan, M. (1996). *Corporate Diversity Management: Implications for the U.S. Army?* Carlisle Barracks, PA: Army War College. (ADA308520)

Racial, ethnic, and gender issues within America's work places still exist today and look to be more prominent early into the next century. Corporate America is attempting to address, in a new way, these issues in light of a growing minority and women representation in the U.S. work force. This new approach is called diversity management. America's Army is not immune to many of the same minority and women issues facing Corporate America. Accordingly, the new diversity initiatives merit the Army's serious attention and consideration for possible new Army leadership strategies for ensuring and enhancing an equal opportunity-based organization. An examination of the implications of diversity management for the U.S. Army will assist Army equal opportunity proponents and senior leadership in moving the organization to perhaps a more color-blind and gender neutral one.

109. Edwards, J. E., Rosenfeld, P., Booth-Kewley, S., & Thomas, M. D. (1996). Methodological issues in Navy surveys. *Military Psychology*, 8(4), 309-324.

A number of important methodological issues involving surveys have emerged in Navy research. One such issue is whether results from computer-administered surveys are equivalent to those obtained from paper-and-pencil surveys. After a review of relevant Navy studies, the authors concluded that computer and paper surveys generally yield equivalent results. The Navy's efforts and success at computerizing command level equal opportunity surveys is described, and the advantages of this approach are discussed. The Navy's survey work on diversity issues (e.g., Hispanics, sexual harassment, and pregnancy) is described and the problems posed by attempting to use surveys to identify who is Hispanic and to determine accurate rates of sexual harassment and pregnancy are outlined. Future issues to be addressed by Navy survey research are discussed.

110. Knouse, S. B. (1996). *Diversity, Organizational Factors, Group Effectiveness, and Total Quality: An Analysis of Relationships in the MEOCS-EEO Test Version 3.1* (RSP 96-6). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA317150)

This study examined the relationships among group member diversity, organization, group, and total quality (TQ) factors in the Military Equal Opportunity Climate Survey - Equal Employment Opportunity (MEOCS-EEO) Test Version 3.1 database (n = 11,968). Results showed TQ correlated most strongly with work group effectiveness, leader cohesion, job satisfaction, group cohesion, organizational trust, and overall equal opportunity climate, respectively. Diversity, as measured by the reported percentages of women, minorities, disabled, and persons over age 40 in the work group, showed small but significant effects on TQ. A model of the relationships of diversity, group and organizational factors, and TQ is presented, followed by recommendations for diversity and TQ research and practice in the military.

111. Knouse, S. B. (1996). *Group Member Diversity and Group Processes: A Contingency Approach* (RSP 96-16). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA327283)

This paper reviews the current research and theory on group diversity and group processes. It is argued that whereas the diversity management literature largely advocates an organization wide approach to diversity, researchers and practitioners should instead approach diversity from a group process contingency approach. A model of diversity, group processes, and moderator variables is presented. Finally, implications for diversity management and for future research are discussed.

112. Landis, D., Bach, S. J., & Tallarigo, R. S. (1996). *Race and the Administration of Non-Judicial Punishments in the U.S. Army* (RSP 96-4). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA312573)

Approximately 3300 incidents covered under Article 15 of the Uniform Code of Military Justice were gathered from 3 Army posts. Each post housed an infantry division and each was geographically distinct from the others. The database so created was merged (by social security number) with additional personnel information provided by the Defense Manpower Data Center (DMDC). Results indicated that blacks are significantly overrepresented in Articles 15, but are significantly underrepresented in the severity of punishments. Blacks are also older, have had longer tenure, and are of higher rank when they received the non-judicial punishment (NJP) and when they are discharged. The implications of these data for the retention of blacks in the senior enlisted ranks of the Army are discussed.

113. McIntyre, R. M., Albright, R., Dansby, M. R., & Pace, A. (1996). *The Development and Construct Validation of the Small Unit Equal Opportunity Climate Survey* (RSP 96-8). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA316545)

An equal opportunity climate survey suitable for use at small units is a needed supplement to the standard Military Equal Opportunity Climate Survey (MEOCS). The standard MEOCS uses a critical incident approach to assess a military unit's equal opportunity climate. However, many small military units lack the racial and gender diversity needed for critical incident measures. This report describes the creation of a climate assessment instrument suitable for use at small units. The small unit survey makes use of attitudinal items to measure the domain covered by MEOCS. This report presents the psychometric analyses of a pilot test version of the instrument, a construct validity study comparing the new survey to the MEOCS, a recommendation for the revised version of the instrument for use within military commands, and recommendations for additional research for the further development and validation of the instrument.

114. Pass, J. J., Abrahams, N. M., Cole, D. R., & Edwards, J. E. (1996). *Development of Interest Scales to Identify Female Applicants for Nontraditional Navy Ratings* (NPRDC-TN-96-37). San Diego, CA: Navy Personnel Research and Development Center. (ADA306971)

The Navy is attempting to increase the participation of women in 'nontraditional' (NT) Navy ratings. One way to increase the participation rate is to develop new screening criteria. A second option involves developing career guidance tools to identify women whose vocational interests indicate they should consider entering NT ratings. The purpose of this project was twofold: update the Navy Vocational Interest Inventory (NVII) items and demonstrate that keys could be developed which could identify female applicants with interests in NT ratings. Cross-validation results indicated that NVII scales from this study effectively differentiate between the interests of women in traditional and NT ratings. In addition, the cluster-specific scales were significantly and substantially related to self-reported satisfaction with work in nontraditional ratings.

115. Quester, A. O., & MacIlvaine, M. E. (1996). *Pregnancy Rates for Enlisted Navy Women: How Do They Compare with U.S. Rates?* (CAB 96-34) Alexandria, VA: Center for Naval Analyses. (ADB218083)

There is considerable interest in how pregnancy rates for Navy Sailors compare with overall pregnancy rates in the United States. The short answer is that Navy rates are considerably below the U.S. rates. Somewhat less directly, the authors also conclude that the marital status patterns for pregnant Sailors probably do not differ from those in the United States overall.

116. Royle, M. H., & Thomas, P. J. (1996). *Reducing Unplanned Pregnancies in the Navy* (NPRDC-TN-96-40). San Diego, CA: Navy Personnel Research and Development Center. (ADA307111)

The objective of this study was to identify promising approaches to reduce unplanned pregnancies in the Navy. A message was sent to Navy commands with women to collect information on efforts to address this problem. Using 1988 and 1992 surveys, responses of first-term enlisted women with planned and unplanned pregnancies were compared to responses of non-pregnant women to identify demographic differences. Finally, civilian studies of efforts to prevent pregnancy among adolescents were examined. The findings indicated that while only about a third of all commands that responded to the message have pregnancy programs, 60% of the women in the sample are at such commands. Most programs provide little more than information about rights and responsibilities, the costs of pregnancy, and contraceptive methods. The surveys revealed that E-2 to E-4 women who planned their pregnancies were older, in a higher pay-grade, and more likely to be married and carry their pregnancies to term than those who had not. The most effective civilian programs for reducing pregnancy incorporate many factors in addition to providing contraceptive information. These factors included developing motivation to use contraception and improving access to contraceptives. Also important are providing instruction, practice, and skill-building in decision making, assertiveness, communications, and other social skills necessary to negotiate abstinence, contraceptive use, and changing the peer group climate to support and reinforce such behaviors. It was recommended that (1) all routine Navy physicals for first-term men and women include a discussion of risks of pregnancy, sexually transmitted diseases, and contraceptives; (2) the sexuality curriculum in recruit training be expanded to include assertiveness and communication, decision making, and resistance to negative peer pressure; (3) training materials be developed to help Sailors assess their personal behavior and risks, teach the specific interpersonal skills needed to negotiate abstinence or use of contraception, and provide information on physiology and contraception and the costs of parenthood; and (4) training be developed for chief petty officers so that they are comfortable discussing contraception, resisting negative peer pressure, and making life choices with young Sailors.

117. Sadler, A. (1996). *Sexual Victimization and the Military Environment: Contributing Factors, Vocational, Psychological, and Medical Sequelae*. Iowa City, IA: Veterans Administration Medical Center. (ADA328170)

The goal of this study is to determine military environmental factors associated with sexual victimization (harassment, sexual touching, and rape) of service women, and to determine consequent vocational impairment, health status impairment and psychological outcomes (such as Post-Traumatic Stress Disorder). Such information could lead to the development of specific prevention strategies and thereby directly improve service women's safety, health, and military effectiveness. Our pilot data indicated that military environmental factors are associated with sexual victimization and resultant psychological distress.

118. Thomas, P. J. (1996). *Analysis of Unplanned Losses from Deploying Ships* (NPRDC-TN-97-3). San Diego, CA: Navy Personnel Research and Development Center. (ADA319602)

This study was conducted to investigate the number of pregnancy losses that are incurred by ships in the 6-month period prior to deployment. Additionally, the reasons why some enlisted crew-members do not deploy with their ships were determined. Data were extracted from all available Enlisted Manning Inquiry Reports and final Personnel Manning Assistance Reports from deploying gender-integrated surface ships in the Atlantic and Pacific fleets. Since these data are retained for less than 2 years, the sample was limited to 24 ships. Analyses consisted solely of frequencies and percentages. Medical problems and administrative discharges were the most frequent causes of unplanned losses from deploying ships. While pregnancy accounted for 20 percent of the losses, commands were less likely to request a replacement for the woman than when the vacancy occurred for some other reason. Only 8 percent of the non-deploying personnel were pregnant. Seventy-three percent of the personnel who were left behind did not deploy because of disciplinary and medical reasons. Because the documents reviewed for this study are only available as paper copies, and are submitted by all Navy activities (except submarines), it is recommended that an automated system be established.

119. Thomas, P. J., & Le, S. K. (1996). *Sexual Harassment in the Marine Corps: Results of a 1994 Survey* (NPRDC-TN-96-44). San Diego, CA: Navy Personnel Research and Development Center. (ADA311382)

The purpose of this study was to analyze the sexual harassment items in the Marine Corps Equal Opportunity Survey (MCEOS). This survey was developed and administered to monitor sexual harassment among Marine Corps personnel, along with associated issues. The MCEOS was patterned after the Navy Equal Opportunity/Sexual Harassment (NEOSH) Survey. It was mailed in May 1994 to over 10,000 active duty Marines. Responses were weighted by gender, paygrade, and racial/ethnic group before computing percentages for relevant subgroups. The results are very similar to those obtained with the 1993 NEOSH Survey. Women were sexually harassed more often than men, enlisted more often than officers, Caucasian women more often than Black women, and personnel in the lower paygrades/ranks more often than seniors. Generalized sexual harassment was more common than harassment targeted at individuals. Perpetrators were most likely to be fellow Marines. Victims of sexual harassment rarely filed a complaint whereas those that did were usually not satisfied with the manner in which it was handled. It was recommended that: (1) the Marine Corps continue to monitor sexual harassment through the administration of the MCEOS biennially; (2) the results of the 1994 MCEOS be used in training; and (3) the source of dissatisfaction with the complaint system be determined.

120. Booth-Kewley, S. (1995). *Factors Affecting the Reporting of Sexual Harassment in the Navy* (NPRDC-TN-95-9). San Diego, CA: Navy Personnel Research and Development Center. (ADA299816)

Only a small fraction of Navy members who experience sexual harassment use the Navy's formal grievance channels to report it. This study was conducted to identify factors associated with reporting of sexual harassment and with the filing of formal sexual harassment grievances. Telephone interviews were conducted with 228 Navy women (158 enlisted women and 70 women officers) who had been sexually harassed in the past year. The results showed that respondents were more likely to report sexual harassment if they regarded the harassment they experienced as serious, had expected positive consequences as a result of reporting, and had been encouraged to report it. Respondents were more likely to file a formal sexual harassment grievance if they regarded the sexual harassment they experienced as serious and if the harassment had involved stalking or invasion of residence. The most common reasons respondents gave for not reporting sexual harassment and for not filing grievances were that their other actions worked to stop the harassment and that they were afraid of the negative consequences.

121. Dansby, M. R., & Landis, D. (1995). *Race, Gender, and Representation Index as Predictors of Equal Opportunity Climate in Military Organizations* (RSP 95-12). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA302767)

Recent analyses of the perceptions of Equal Opportunity Climate (EOC) in the military highlight differences among various demographic subgroups. Prior research indicates minority officer women have the least favorable views of EOC in military organizations when contrasted to comparable demographic subgroups (i.e., Caucasian officer men, etc.). Differences based on race, gender, and representation index (proportion of the total represented by a particular demographic group) are explored in a sample of 190 Army units (N = 47,823) that conducted the Military Equal Opportunity Climate Survey between 1990 and 1995. As predicted, minority officer women's perceptions of the favorability of the EOC improved as their representation in the organization increased ($p < .05$). Contrary to expectation, educational attainment failed to predict improved perceptions of EOC. The findings are interpreted as supporting the strategy of increasing representation as a means to improving perceived EOC.

122. General Accounting Office. (1995). *DoD Service Academies. Update on Extent of Sexual Harassment*. Washington, DC: Author. (ADA293649)

The author previously reported that between half and three-quarters of academy women experienced at least one form of sexual harassment on a recurring basis during academic year 1990-91, whereas the vast majority of men indicated never having experienced sexual harassment at the academy. Surveys administered for this project inquired about 10 forms of harassment that were derived from previous surveys conducted among federal workers by the Merit Systems Protection Board in 1980 and 1987 and a 1988 survey of active duty military personnel conducted by the Defense Manpower Data Center. The author tailored the items somewhat to the academy environments. The 10 forms of sexual harassment included: derogatory comments, jokes, or nicknames; comments that standards have been lowered for women; comments that women do not belong at the academy; offensive posters, signs, or graffiti; mocking gestures, whistles, or catcalls; derogatory letters or messages; exclusion from social activities or informal gatherings; target of unwanted horseplay or hijinks; unwanted pressure for dates by a more senior student; and unwanted sexual advances. The most common forms of harassment academy women reported experiencing were gender-related verbal comments or visual displays, as opposed to sexual advances. While students perceived that reported incidents would be thoroughly investigated and offenders appropriately disciplined, they also perceived that those reporting sexual harassment would encounter significant negative consequences. These negative consequences played a role in the tendency for most sexual harassment not to be officially reported.

123. Haase, T. (1995). *An Analysis of the Performance of Different Demographic Groups of Navy Enlisted Cohorts* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA302971)

This thesis examines the effectiveness of the U.S. Navy's enlisted personnel development policies. Regression analysis is utilized to assess longitudinal data from the 1979, 1982, and 1985 Navy enlisted cohorts. The thesis evaluates the potential of these data to predict the performance of enlisted personnel. A major focus of the thesis is the differential impact of racial/ethnic background on performance. Some light is shed on the Navy's equal opportunity programs with respect to their short- and long-term influence on advancement rates for different racial/ethnic groups in the three cohorts. The results of the empirical analysis support the conclusion that racial/ethnic minorities tend to promote to pay grades E-4, E-5, and E-6 more slowly than non-minorities. However, the magnitude of the difference decreases for more recent cohorts and for promotion to the more senior ranks. The data suggest that the Navy's equal opportunity programs may have played a role in improving promotion times for racial/ethnic minority members.

124. Hochhaus, L. (1995). *A Content Analysis of Written Comments to the Senior Leader Equal Opportunity Survey (SLEOS) (RSP 95-7)*. Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA302720)

A content analysis was conducted on responses to six open-ended questions of the Senior Leader Equal Opportunity Survey (SLEOS) of senior military officer and Senior Executive Service individuals. The questions dealt with perceptions regarding Equal Opportunity practices within the military. A categorization scheme was developed and was shown reliable ($r = .67$) based on 30 cases coded by two independent judges. Leadership, EO training, and education in general were mentioned frequently as strengths in current EO efforts. EO issues mentioned frequently as areas of concern were promotion opportunities and downsizing, sexual harassment, gender and racial bias, and reverse discrimination. Factor analyses revealed both areas of overlap and areas of independence between the 38 open-ended responses and the 24 more objective "equal opportunity perception" items of the SLEOS. An additional relationship was observed between the EDUCATION factor and leadership style as indexed by Fiedler's "least preferred coworker" (LPC) index. SLEOS recommendations include consideration of alternatives to the LPC measure and expansion of measures in three areas: (a) expressions of frustration with EO programs, (b) issues of sexual harassment, and (c) the role of leadership in EO effectiveness.

125. Jones, J. E., Jr., & Stigler, W. (1995). *Survey of Minority Officers in the Navy: Attitudes and Opinions on Recruiting and Retention (Master's Thesis)*. Monterey, CA: Naval Postgraduate School. (ADA304973)

This thesis addresses the reasons why minority officers joined the Navy and their attitudes toward continued service. Focused interviews were conducted with over 100 minority officers in the Navy at various locations around the country. All interviews were taped and then transcribed. Thirteen general themes emerged from the responses of the officers. These themes covered many topics, including the people who most influenced an officer's decision to join the Navy, perceptions of inequitable treatment, and continuing concerns about racism. A number of conclusions were drawn from the research, which revealed a strong opinion among minority officers that the Navy's Equal Opportunity environment and minority recruitment policies can be improved. Recommendations addressed several areas of possible improvement and proposed further research regarding minority attitudes toward the Navy and Marine Corps.

126. Newell, C. E., Rosenfeld, P., & Culbertson, A. L. (1995). Sexual harassment experiences and equal opportunity perception of Navy women. *Sex Roles, 32*(3/4), 159-168.

The authors conducted secondary analysis on data on sexual harassment (SH) of Navy women collected by the Navy's 1991 Navy Equal Opportunity Sexual Harassment (NEOSH) survey. Subjects were 567 women officers and 1,018 women enlisted personnel. The issue examined was whether victims of SH differ in their perceptions of equal opportunity (EO) climate from those who have not been harassed. Sailors who had experienced SH perceived that there was less EO in the Navy than did Sailors who had not been harassed. Results indicate that the organizational consequences of SH may include turnover among women who have experienced it.

127. Pryor, J. B. (1995). The psychosocial impact of sexual harassment on women in the U.S. military. *Basic and Applied Social Psychology, 17*(4), 581-603.

The author studied the prevalence, dimensions, and correlates of psychological harm that women experience as the result of sexual harassment in the workplace, using survey data collected from over 10,000 working military women (aged 17-55 yrs). Four general types of negative psychosocial reactions were identified among 5,844 victims of sexual harassment: productivity problems, attitudes toward the organization, emotional reactions, and relations with family. Analyses explored the relations of these psychosocial reactions to (1) characteristics of the harassing behavior (what happened and who did it), (2) characteristics of the victim, (3) characteristics of the organizational climate in which the harassment took place, and (4) the victim's coping responses. Sexual harassment has psychosocial effects on women's professional and private lives, and the majority of military women experience some type of negative psychosocial effect.

128. Rosenfeld, P., Culbertson, A. L., & Newell, C. E. (1995). *Assessment of Equal Opportunity Climate: Results of the 1991 Navy-wide Survey* (NPRDC-TN-96-7). San Diego, CA: Navy Personnel Research and Development Center. (ADA302861)

The Navy Equal Opportunity/Sexual Harassment (NEOSH) Survey was administered for the first time in 1989. In 1991, the NEOSH Survey was administered for the second time. The results of the second Navy-wide administration are described in this report. The 1991 NEOSH Survey was administered to a random sample of active duty Navy enlisted personnel and officers stratified on racial/ethnic group and gender. Among the major results were: (1) All groups had generally positive perceptions of the Navy's equal opportunity (EO) climate. Males, however, were more positive than females; Whites and Hispanics were more positive than Blacks, (2) Black (especially Black male) responses were consistently more positive in 1991 than in 1989, (3) Black females had the least positive perceptions of Navy EO climate. While there was some improvement in their perceptions over 1989, it was less than Black males showed, (4) Hispanics and Whites responded similarly, more so than in 1989, (5) Discipline items produced the greatest racial/ethnic disparities on the NEOSH Survey, as in 1989. Perceptions of fairness in discipline were clearly lower among Blacks; (6) Men had more positive EO perceptions than women. The "gender gap" in EO perceptions between men and women officers is greater than between men and women enlisted; and (7) The magnitude of race/ethnic and gender differences was less in 1991 than in 1989.

129. Thomas, M. D. (1995). *Gender Differences in Conceptualizing Sexual Harassment* (NPRDC-TN-95-5). San Diego, CA: Navy Personnel Research and Development Center. (ADA290709)

The purpose of this study was to identify gender differences in interpreting behaviors as sexually harassing and to investigate variables that Navy enlisted personnel consider when making such judgments. Three hundred and forty-seven enlisted men and women from three San Diego Navy sites took part in the study. Each participant was administered a questionnaire, and a sub sample of personnel participated in the focus groups. Key findings are: (1) The scenarios considered by the Navy to depict sexual harassment were viewed by the study participants as moderate to extreme behaviors, and the more serious behaviors were considered sexual harassment; (2) Mild, ambiguous behaviors, such as dirty jokes and coarse language, were generally not viewed as sexual harassment by the study participants; (3) Overall, women rated the harassment behaviors as more serious than did men, and women were more likely than men to regard behaviors as sexual harassment; (4) Men slightly overestimated women's seriousness and sexual harassment ratings of the behaviors. Women greatly underestimated men's ratings; (5) Participants were more likely to rate scenario behaviors as interfering with work performance and creating a hostile environment than they were to label the behaviors "sexual harassment"; (6) Women participating in focus groups indicated that their male coworkers often expressed negative attitudes toward Navy women and were punishing women for the Navy's current sensitivity to sexual harassment; and (7) While men did not express overtly negative attitudes toward women in the focus groups, there was general agreement that women often were overly sensitive and quick to label a behavior as sexual harassment.

130. Thomas, P. J., Newell, C. E., & Eliassen, D. M. (1995). *Sexual Harassment of Navy Personnel: Results of a 1993 Survey* (NPRDC-TN-96-1). San Diego, CA: Navy Personnel Research and Development Center. (ADA302904)

The Navy Equal Opportunity/Sexual Harassment (NEOSH) Survey was developed in 1989 to monitor perceptions of disparate treatment and sexual harassment. The 1993 NEOSH Survey was mailed to a stratified sample of 9,537 officer and enlisted personnel. Post-stratification weighting of responses by gender, paygrade, and racial/ethnic group was performed prior to data analysis. Comparisons were made between subgroups in the 1993 sample and across years. Frequency data were interpreted with the chi-square test for significance ($p < .01$). Rates of sexual harassment were significantly lower in 1993 than in 1991 for officer and enlisted women, and for enlisted men. All re-measured harassing behaviors displayed a downward trend except for actual or attempted sexual assault/rape. Sexual harassment perpetrated by supervisors showed a significant decline, but harassment of women officers by civilians increased. Although very few victims of sexual harassment filed a grievance, the percentage who confronted their harasser rose. Opinions of women and men concerning the commitment of the Navy and their local commands to combat sexual harassment were significantly more positive than in 1991. However, victims of sexual harassment expressed significantly lower reenlistment intent than non-victims. It was recommended that: (1) training emphasize the responsibility of seniors in preventing the harassment of juniors; (2) civilian contractors be required to comply with Navy's sexual harassment policy; and (3) the Sexual Assault Victims Intervention Program and new sexual assault reporting and tracking system be monitored to determine whether they are achieving their goals.

131. Wade, J. F. (1995). *Survey of Black Officers in the Marine Corps: Attitudes and Opinions on Recruiting, Retention, and Diversity* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA 306730)

This thesis addresses the reasons why Black officers joined the Marine Corps, their attitudes toward continued service, and their general feelings about population diversity in the military. Focused interviews were conducted with 15 Black Marine officers. All interviews were taped and then transcribed. Analysis of the transcripts revealed 15 general themes. These themes covered many topics, including the people who most influenced an officer's decision to join the Marine Corps, the role of recruiters, perceptions of inequitable treatment, and concerns about achieving minority representation in the officer ranks. A major finding drawn from the themes is that the Marine Corps must continue to strive for a deeper understanding of the problems and issues confronting minority officers. In the end, the key to success in minority officer recruitment lies in the thoughts and perspectives of current, as well as, future minority officers. The thesis concludes with a collection of potential survey items drawn from the themes and recommended courses of action that may help the sea Services pursue their goal of population diversity.

132. Culbertson, A. L., & Rosenfeld, P. (1994). Assessment of sexual harassment in the active-duty Navy. *Military Psychology*, 6(2), 69-93.

The authors review past research and the series of events that led to the implementation in 1989 of a biennial U.S. Navy-wide survey of sexual harassment for active-duty personnel. Results from the most recent administration of this survey in 1991 are presented and compared to the 1989 findings. In 1991, 12,006 questionnaires were mailed to active-duty enlisted and officer Navy personnel. 5,333 completed questionnaires were returned. 44% of enlisted women and 33% of female officers indicated that they had been sexually harassed during the 1-year survey period. Small percentages of enlisted men (8%) and male officers (2%) reported being sexually harassed during the same period. These percentages represent a significant increase from those found in 1989 for two groups: female officers and enlisted men. Information regarding the forms of sexual harassment behaviors, the characteristics of victims and perpetrators, and the effects of the harassment experience is presented.

133. Edwards, J. E., & Newell, C. E. (1994). *Navy Pattern-of-Misconduct Discharges: A Study of Potential Racial Effects* (NPRDC-TR-94-11). San Diego, CA: Navy Personnel Research and Development Center. (ADA281133)

The purpose of this study was to investigate the equity of pattern-of-misconduct discharges for blacks and whites. The Enlisted Training Tracking File and Field Service Records were used to obtain career information and discipline data for a random sample of 322 white and 293 black men who were discharged for pattern of misconduct in fiscal year 1992. The results of this study were: (1) Differences found in the general characteristics of blacks and whites in this sample reflect those found Navy-wide and in another equity-in-discipline report. (2) Race did not consistently affect the number of disciplinary actions that an individual was awarded before being discharged, the speed with which an administrative discharge was initiated, or the dischargee's character of separation. (3) Differences were detected in the types of violations that led to the disciplinary actions and the types and degree of punishment that were awarded. (4) As was found in two previous studies, blacks violated Article 91 - Insubordinate conduct - proportionately more often than did whites. (5) The statistically significant results did not reveal a trend favoring blacks or whites. Thus, on average, blacks and whites who are discharged for patterns of misconduct are treated comparably.

134. Edwards, J. E., Rosenfeld, P., Thomas, M. D., Thomas, P. J., & Newell, C. E. (1994). Diversity research in the United States Navy: An update. *International Journal of Intercultural Relations*, 18(4), 521-538.

This article examines NPRDC diversity research conducted during the past 5 years and identifies future research issues. The present review is divided into four major topic areas and a final section of conclusions and future directions. The first section describes the Navy-wide and unit-specific programs to assess equal opportunity climate and sexual harassment. The second section summarizes research pertaining to issues raised by women's changing roles and their increased participation in the Navy. In the third section, the findings of Navy discipline studies shed light on the issue of higher disciplinary rates among minority personnel. Research on Hispanics is reviewed in the fourth section. Finally, in the Discussion and Conclusions section, potential future research emphases are identified.

135. Firestone, J. M., & Harris, R. J. (1994). Sexual harassment in the U.S. military: Individualized and environmental contexts. *Armed Forces & Society* 21(1), 25-43.

Using data from the 1988 DoD Survey of Sex Roles in the Active-Duty Military, this research focuses on individual experience and understanding of sexual harassment in the military work environment as well as impacts of organization context on this behavioral arena. Results indicate that there is a pervasive pattern of sexual harassment, especially of women, that spans rank and work site contexts. Because the survey was conducted prior to the extensive publicity associated with the Clarence Thomas hearings and the Tailhook scandal, it is possible that respondents understated the extent of different types of harassment. The authors find that a general harassment environment is highly predictive of individualistic harassment experiences of women and men. They conclude that controlling overt sexual commentary and public behavior is essential for producing a positive non-harassing work situation.

136. Fletcher, J. W., McMahon, J. S., & Quester, A. O. (1994). *Women in the Navy: The past, the present, and the future*. Alexandria, VA: Center for Naval Analyses. (ADA286583)

The attitudes of the population at large and the expectations of young men and women about appropriate gender roles have undergone a major transformation over the past three decades. Reflecting this transformation, public opinion about the propriety of women serving in the armed forces has shifted. In this paper, the authors: (1) review traditions that fostered the exclusion of women from military service, (2) explore how the nature of modern warfare affected that tradition of exclusion, and (3) discuss the implications of larger roles for women in the post-Cold War Navy.

137. Margosian, M. A., & Vondryk, J. M. (1994). *Policies, Practices, and the Effect of Gender Discrimination on the Integration of Women Officers in the Department of the Navy* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA279889)

This thesis explores the impact of gender discrimination and institutional bias on the integration of women officers in the Department of the Navy. Semi-structured, in-depth personal interviews with 61 women Navy and Marine Corps officers were the major source of data. This thesis includes an examination of the phenomenon by which gendering processes occurs within society, organizations, and the military; a historical review of women's roles in the military and of the social forces that influenced their participation; and identification of structures and practices that have maintained and promoted masculine hegemony within the military. An explanation of the interview protocol establishes the methodology used to obtain nine major themes from analysis of data. The themes explicate barriers to women's integration as well as factors that seem to enhance their assimilation. The conclusion provides recommended actions to foster the full integration of women into the sea services.

138. Niebuhr, R. E., Knouse, S. B., & Dansby, M. R. (1994). *Workgroup Climates for Acceptance of Diversity: Relationship to Group Cohesiveness and Performance* (RSP 94-4). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA293823)

The present study investigated the relationships between discriminatory climates (racism and sexism), group cohesiveness, and group performance. Perceived racism and sexism correlated significantly with group cohesiveness and performance. Similar to previous findings, cohesiveness was also significantly correlated with group performance. Discussion focused on managing diversity in work groups and on future research into discriminatory climates and cohesiveness.

139. Rosenfeld, P. (1994). Effects of gender and ethnicity on Hispanic women in the U. S. Navy. *Journal of Social Psychology, 134*(3), 349-354.

The author surveyed 535 Hispanic women in the U.S. Navy to obtain data on demographics and attitudes. Results indicate that Hispanic women in the Navy did not perceive themselves as "doubly disadvantaged," as they have been portrayed in the civilian literature. There were few significant differences between Hispanics' and Whites' perceptions on equal opportunity and sexual harassment.

140. Rosenfeld, P., Booth-Kewley, S., Edwards, J. E., & Alderton, D. L. (1994). Linking diversity and impression management: A study of Hispanic, black, and white Navy recruits. *The American Behavioral Scientist, 37*(5), 672-681.

This article presents a study of Hispanic, Black, and White Navy recruits, linking diversity and impression management. 391 Sailors (285 Whites, 71 Hispanics, 35 Blacks) completing basic training were surveyed using the impression management and self-deceptive enhancement subscales of the Balanced Inventory of Desirable Responding--Version 6. The Marlowe-Crowne Social Desirability Scale was also administered. Results of this study offer only partial support for the hypotheses predicting greater levels of socially desirable response among Hispanics and Blacks compared to Whites. One possible explanation for the general lack of differences on the measures of social desirability reporting may have to do with the experience of being a Navy recruit.

141. Rosenfeld, P., & Edwards, J. E. (1994). Automated system assesses equal opportunity. *Personnel Journal, 73*(9), 98-105.

Because of the importance of its equal opportunity policy, the Navy has had ongoing efforts since the mid-1970s to monitor its equal opportunity climate. However, earlier efforts ran counter to one aspect of the Navy's organizational culture, which values delegation of responsibility to the local unit level. The Navy addressed these issues by developing the Command Assessment Team Survey System (CATSYS). The system assists Navy Equal Opportunity/Sexual Harassment (NEOSH) survey teams by computerizing many of the technical steps that have hindered the gathering, analysis, and presentation of information regarding the equal opportunity climate. Results include time and money savings, improved survey procedures, and more effective use of data.

142. Rowe, E. A. (1994). *Enlisted Women at Sea: A Quantitative Analysis*. Newport, RI: Naval War College. (ADA278684)

Repeal of the combat exclusion law allows increased opportunities for enlisted women in the United States Navy, resulting in increased concern for gender issues. This work identifies five gender issues and estimates future impact on fleet readiness. The history of women's opportunities onboard Navy ships is initially reviewed in order to determine the magnitude of projected expansions. Estimates of the percentage of Navy women who will be recruited in the future, distributions among occupational specialties, and trends in retention of women versus men determine the projected growth in women's presence. These estimates and previous studies are used to postulate future impacts of pregnancy, single parenthood, physiology, sexual harassment and fraternization.

143. Thomas, M. D. (1994). *Utilization of Pregnant Enlisted Women Transferred Off Ships* (NPRDC-TN-94-14). San Diego, CA: Navy Personnel Research and Development Center. (ADA275868)

The purpose of this study was to determine how shore commands utilize women who are transferred off ships because of pregnancy. Commands that often receive women who are transferred off ships due to pregnancy were identified. A structured interview was used to collect data from supervisors of enlisted women who had transferred from afloat commands to shore activities due to pregnancy. Women who transferred off ships due to pregnancy, and who were pregnant at the time of the study, completed a short survey. Key findings were: (1) At every activity, some effort was made to assign pregnant women to jobs appropriate for their ratings; (2) About half the pregnant women are assigned to a work center that allowed them to perform appropriate tasks for their rating; (3) Nonrated personnel were sometimes difficult to place, especially if they did not have clerical skills; (4) Most pregnant women were not simply doing busy-work, and supervisors felt that whatever the job performed, pregnant women were useful to the work center; (5) At the work center level, supervisors seemed to appreciate the pregnant women they encountered. Few women reported negative treatment from their supervisors or coworkers.

144. Thomas, P. J., Perry, Z. A., & David, K. M. (1994). *Fitness Reports of Naval Warfare Officers: A Search for Gender Differences* (NPRDC-TR-94-10). San Diego, CA: Navy Personnel Research and Development Center. (ADA279954)

The purpose of this investigation was to determine whether gender differences are evident in the narrative section of the fitness reports of naval warfare officers. An analysis conducted in 1983 had concluded that women and men officers are not evaluated without regard to gender. The most recent regular fitness reports were obtained for matched samples of women and men surface warfare officers, naval aviators, and naval flight officers. Information was extracted from the narrative section of the reports and content analyzed. Significance tests were conducted of the frequency with which specific descriptors were used in the fitness reports of women and men. The findings indicated that: (1) Significantly more comments appeared in women's fitness reports than in men's, contrary to the results of the 1983 analysis, due to raters describing personality traits of women more often than they did for men; (2) women warfare officers were not described with gender-typed words but were said to be dynamic, assertive, and energetic more frequently than were men; (3) leadership was the only area of performance in which women were rated significantly lower than men; (4) although more women than men had the recommended-for-early-promotion box checked, more men were recommended for immediate promotion in the comments; and (5) gender differences favoring women occurred more frequently in the fitness reports of surface warfare officer than in those of the aviation officers. No evidence was found of sexist language in the fitness reports of women warfare officers, but the gender differences in the nature of recommendations and ratings of leadership could negatively affect the careers of women. Navy leaders should take steps to ensure that, when unwarranted, women officers are not rated as having less potential than their male peers.

145. Baker, H. G., & Robertson, D. W. (1993). *1991 Naval Reserve Survey: Highlights for Navy Managers* (NPRDC-TR-93-7). San Diego, CA: Navy Personnel Research and Development Center. (ADA269222)

The 1991 Naval Reserve Survey was administered from November through December 1991, to a sample of 31,763 reservists (10% of reservists not recalled for Operations Desert and Desert Shield [DS/S]; 25% of recalled reservists in medical occupations; and 100% of recalled reservists in non-medical occupations). The adjusted rate of return was 44%. Survey topic areas included: overall reserve experiences; in- and out-processing, active duty experiences, and return to civilian life. Respondents were also given the opportunity to provide write-in comments in each section of the survey.

146. Booth-Kewley, S., Rosenfeld, P., & Edwards, J. E. (1993). Turnover among Hispanic and non-Hispanic blue-collar workers in the Navy's civilian work force. *Journal of Social Psychology, 133*(6), 761-768.

Turnover rates and factors related to job turnover among Hispanics and non-Hispanics blue-collar employees in the U.S. Navy's civilian work force were investigated. When subjects started their jobs, they were administered a questionnaire assessing possible predictors of turnover, such as acculturation level, method of recruitment, importance of job-related factors, and geographic location considerations. The Hispanic subjects were classified into low-acculturation (LAH) and high-acculturation (HAH) groups. Each subject's employment status (e.g., left vs. remained in the job) was determined 1 year from the date of initial employment, and its relationship to predictors was analyzed. The results indicated that acculturation was related to turnover. The turnover rate for LAHs was significantly higher than it was for HAHs or non-Hispanic whites. Turnover was also higher for Hispanics who found their jobs through friends or relatives than for Hispanics who found their jobs through formal channels.

147. Chema, J. R. (1993). *Arresting Tailhook: The Prosecution of Sexual Harassment in the Military*. Charlottesville, VA: Judge Advocate General's School. (ADA456542)

This thesis examines the nature and extent of sexual harassment in the military and alternative theories to prosecuting conduct that is deemed sexual harassment. The U.S. Navy has adopted a punitive regulation that directly criminalizes sexual harassment, and has pending a legislative proposal to add a specific article to the Uniform Code of Military Justice (UCMJ) prohibiting sexual harassment. In contrast to this direct criminalization approach, the existing UCMJ contains numerous provisions that can be used to prosecute underlying conduct that is perceived to constitute sexual harassment. This thesis examines the Navy regulatory prohibition and the proposed statute, and compares them with current UCMJ articles as means for prosecuting sexual harassment conduct. It concludes that the direct criminalization of sexual harassment poses serious constitutional and practical problems that need not be faced since the existing provisions of the UCMJ provide a sufficient substantive body of law to prosecute sexual harassment offenses.

148. Culbertson, A. L., Rosenfeld, P., & Newell, C. E. (1993). *Sexual Harassment in the Active-Duty Navy: Findings from the 1991 Navy-wide Survey* (NPRDC-TR-94-2). San Diego, CA: Navy Personnel Research and Development Center. (ADA277088)

This report presents the sexual harassment findings from the second administration of the Navy Equal Opportunity/Sexual Harassment Survey (NEOSH) in 1991. This survey assesses the occurrence, types, and consequences of sexual harassment of active-duty personnel. It also measures perceptions concerning organizational climate and leader's support in eliminating harassment in the Navy. Forty-four percent of female enlisted and 33% of female officer respondents indicated that they had been sexually harassed during the 1-year survey period. Very small percentages of male enlisted (8%) and male officer (2%) respondents reported sexual harassment. These findings indicate a statistically significant increase from the results of the 1989 NEOSH Survey for two groups: female officer and male enlisted personnel. Details about the type of harassment, characteristics of victims and perpetrators, and actions taken are compared between the 1989 and the 1991 surveys. In addition, explanations for the differences in the occurrence rates found by various military surveys are addressed.

149. Edwards, J. E., Rosenfeld, P., Thomas, P. J., & Thomas, M. D. (1993). Willingness to relocate for employment: A survey of Hispanic, non-Hispanic Whites, and Blacks. *Hispanic Journal of Behavioral Sciences*, 15(1), 121-133.

The authors compared the geographic mobility of 704 Hispanics (mean age 30.7 yrs), 525 non-Hispanic Whites (mean age 34.2 yrs), and 149 Blacks (mean age 31.9 yrs). Persons who were applying for civil service jobs or taking civil service examinations completed a survey that assessed their likelihood of moving for employment. Hispanics were as willing as Blacks and non-Hispanic Whites to relocate if incentives were high or the new employment areas had high Hispanic concentrations. If the new employment area did not have a high percentage of Hispanics, then Hispanics frequently indicated significantly less intention to move than did non-Hispanic Whites.

150. Ernst, R. W., & Gilbeau, R. J. (1993). *Gender Bias in the Navy* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA268524)

An investigation of sexual harassment, gender bias, and women in combat was conducted via personal interviews with male Navy and Marine Corps officers. This study, unlike most, addresses these issues from the male perspective. This thesis includes a review of important historical events leading to the integration of women into the military. An explanation of the interview protocol will help show how major themes were obtained in the analysis of data. Problem areas in the Navy environment will be addressed in conclusion section. Also, this section will give the most common occurring themes and practical recommendations for integrating women into combatant roles in the Navy. The five main recommendations derived from the themes of the male officers interviewed are: (1) Integrate women fully into all military fields; (2) Have one standard for each job's requirements; (3) Do not give women special treatment as to the option to participate in combat or register for Selective Service; (4) Restructure or eliminate the 1100 community; and (5) Require earlier and more extensive training on professional interaction with the opposite sex.

151. Gebhard, R. A., & LaBenne, E. J. (1993). *An Evaluation of Individual Empowerment and Self-Efficacy on Sexual Harassment in the Work Environment* (Master's Thesis). Wright-Patterson Air Force Base, OH: Air Force Institute of Technology. (ADA273968)

The purpose of this thesis was to develop an instrument that would measure an individual's ability to define sexual harassment and address gender discrimination. In addition, the thesis determines the relationship of empowerment, self efficacy, and training as it affects the awareness of harassment. Extensive statistical analysis was performed on the instrument and sample data. The importance of developing this instrument is evident in its ability to create regression models to predict the existence of empowerment and self-efficacy which could be useful to improve morale and productivity. This thesis provides a history of sexual harassment, from the difficulty in defining terminology, to the impact of judicial rulings, to the dynamics of power, and finally presents empowerment and self-efficacy as a means of providing strength and power to the individual. A portion of this study evaluates individual perceptions of personal actions, both formal and informal, to confront sexual harassment. These personal actions were ranked and rated for effectiveness, as well as options for designing a prevention program. Lastly, the thesis provides researcher and respondent recommendations on training in conjunction with detailed actions for organizational leaders to improve the work environment.

152. Knouse, S. B. (1993). *Differences between Black and White Military Offenders: A Study of Socioeconomic, Familial, Personality, and Military Characteristics of Inmates at the United States Disciplinary Barracks at Fort Leavenworth* (RSP 93-2). Patrick Air Force Base, FL: Defense Equal Opportunity Management Institute. (ADA269118)

This study examined antecedent variables that might be linked to incarceration offenses in the military. The author collected demographic, familial, personality and military data on a random sample of 51 black and 51 white inmates taken from the files of the United States Disciplinary Barracks at Ft. Leavenworth, Kansas. Results showed that black inmates in comparison to white inmates had lower ability test scores; were more apt to come from larger families where the parents were divorced, separated, or had been single parents; showed personality test profiles displaying interpersonal problems; had a larger number of prior military discipline problems; had less time in military service at the time of the incarceration offense; and were more apt to be incarcerated for violent crimes against others (assault, attempted murder, murder, rape, and robbery). On the other hand, white inmates had higher ability test scores; were more apt to come from smaller families with divorced, separated, or step-parents; showed personality test scores displaying internal problems; had received fewer military non-judicial punishments; had more time in service at the time of the incarceration offense; and were more apt to be incarcerated for sex crimes (sodomy and indecent acts with minors). There were no significant differences between black and white inmates on age, socioeconomic status, education level, birth order, military grade, prior civilian problems, military occupational specialty, or length of sentence.

153. McMillian, W. (1993). *Women in the Military: Sexual Harassment*. Carlisle Barracks, PA: Army War College. (ADA264548)

The incorporation of the females into the U.S. armed forces has been an evolutionary process, spanning more than 200 years of U.S. history. Since 1972 the number of women in the military has increased significantly. During this time, our military services have been confronted with recurring issues and questions concerning women in the military. This study discusses sexual harassment, examines reasons for the persistence of the problem, and identifies ways to prevent and eliminate this unacceptable behavior. It concludes that despite well-intentioned efforts at high levels in the Department of Defense to eliminate gender discrimination in the work place, sexual harassment continues to be a serious problem in all the military services.

154. Newell, C. E., Rosenfeld, P., & Culbertson, A. L. (1993). Sexual harassment experiences and equal opportunity perceptions of Navy women. *Military Psychology, 9*(4), 105-127.

In 1989, the Navy began tracking the sexual harassment rates among its officer and enlisted personnel by administering the Navy Equal Opportunity Sexual Harassment (NEOSH) Survey on a biennial basis. While previous reports on the results of the NEOSH Survey have discussed the occurrence, frequency, and effects of sexual harassment in the Navy, this study examines whether victims of sexual harassment differ in their perceptions of equal opportunity (EO) climate from those who have not been harassed. Data from the 1991 NEOSH Survey were reanalyzed. Sixty-seven percent of the women officers were White, 25% African-American, and 18% Hispanic. Of the women enlisted, 52% were White, 31% African-American, and 13% Hispanic. The results indicated that women who were sexually harassed perceived that there was less EO in the Navy than women who had not been harassed. This was true for both officer and enlisted personnel. In addition, specific organizational consequences of sexual harassment were identified.

155. Newell, C. E., & Thomas, P. J. (1993). *Comparison of Permanent Change of Station Costs for Women and Men Transferred Prematurely From Ships* (NPRDC-TN-94-7). San Diego, CA: Navy Personnel Research and Development Center. (ADA273066)

The objective of this report was to determine whether transferring pregnant women from ships costs the Navy more permanent change of station (PCS) funds than transferring men and non-pregnant women. Information was extracted from the Enlisted Master Record concerning gender, reason for transfer, time remaining until prospective rotation date (PRD), receiving command, and the cost of PCS moves for all premature transfers in FY92 from gender-integrated afloat units. The direct cost of transfer prior to PRD was compared for men and women and an estimate of PCS costs, if ships were not gender-integrated, was also calculated. Findings from this study were: (1) Proportionately more women than men prematurely transferred off ships; (2) Pregnant women had the most sea time duty remaining when they rotated; (3) Men had the highest average PCS costs; and (4) The estimated PCS costs for gender-integrated ships if they were not integrated was more than the estimated costs with women in the crew.

156. Richards, K.B., & Bowen, G. L. (1993). Military downsizing and its potential implications for Hispanic, Black, and White soldiers. *Journal of Primary Prevention, 14*(1), 73-92.

42 Hispanic, 50 Black, and 56 White married male soldiers completed a questionnaire exploring variations in their level of institutional integration (ITI) and satisfaction with the Army as a way of life for families. Results show that Hispanics reported a higher level of ITI and assigned a higher level of importance to the ITI of their families than did Whites or Blacks. Hispanics were also more likely than Whites or Blacks to feel that they could achieve the type of life for their family in the Army that they wanted. Thus, military downsizing would likely have more effects on Hispanics than on Blacks or Whites.

157. Rosenfeld, P., & Culbertson, A. L. (1993). *Command Assessment Team Survey System (CATSYS): User Guide* (NPRDC-TN-94-11). San Diego, CA: Navy Personnel Research and Development Center. (ADA274652)

This document contains a user guide for the Command Assessment Team Survey System (CATSYS). CATSYS is a computerized survey system that assists Command Assessment Team members in the administration, analysis, interpretation, and presentation of a standard command-level equal opportunity (EO) survey. Under the Command Managed Equal Opportunity (CMEO) program, regular command EO assessments are required. CATSYS is menu-driven and PC-based. The user guide describes the system's computer requirements, installation, security considerations, start-up procedures, data entry and analysis features, generation of graphs and tables, and offers sampling, interpretation, and presentation guidelines. Navy-wide norms based on the results of the 1991 Navy Equal Opportunity/Sexual Harassment (NEOSH) Survey are contained in Appendix A.

158. Steinberg, A. G., Harris, B. C., & Scarville, J. (1993). *Why Promotable Female Officers Leave the Army* (Study Report 93-04). Alexandria, VA: Army Research Institute for the Behavioral and Social Sciences. (ADA268946)

This paper presents the findings of a study designed to identify the reasons female Captains who were eligible for promotion to Major decided to take a monetary incentive and voluntarily leave the Army. Two sets of interviews were conducted: 73% of the females on the promotion list who decided to leave were interviewed by telephone and another group of Active Army officers was interviewed in person to determine the factors they considered in making their career decisions. The results indicated that (a) career decisions are based on multiple factors, (b) career decisions are based on an assessment of current conditions or progress and on perceived long-term career conditions and opportunities, (c) there is much overlap in the factors considered by those who decided to leave and those who have not decided to leave at this point, and (d) there is much overlap in factors considered by males and females. Both males and females took the following into account in their career decisions: career/promotion opportunities, equitable treatment, family issues, monetary incentives, and issues related to current and future downsizing and force restructuring. In addition, the female officers gave the following as reasons for leaving: gender discrimination, sexual harassment, joint domicile problem and child care.

159. Thomas, P. J., Thomas, M. D., & Robertson, P. (1993). *Absences of Navy Enlisted Personnel: A Search for Gender Differences* (NPRDC-TR-93-3). San Diego, CA: Navy Personnel Research and Development Center. (ADA264161)

The purposes of this report were to compare the lost time of Navy enlisted women and men and to determine whether single parents lose more time than other personnel. A secondary goal was to replicate a 1978 study of women's and men's absenteeism behavior. Two separate investigations were conducted. The first relied on work diaries that were completed by immediate supervisors at 50 commands and the second consisted of lost time that was recorded in personnel and medical data tapes (as done a decade earlier). Key findings are: (1) No gender difference in lost time was found in ships, aviation squadrons, and 4 of the 7 types of shore commands in the sample. Women lost an average of 17 minutes more a day (62 hours per year) than men in naval stations, naval air stations, air intermediate maintenance detachments and shore intermediate maintenance activities due to pregnancy and postpartum convalescent leave; (2) Parents lost more time than non-parents in two command types, averaging 11 minutes a day (40 hours per year) to care for the needs of their dependents and for medical reasons; (3) Married personnel lost 10 minutes more a day (37 hours per year) than single personnel in one command and single personnel lost 9 more minutes (33 hours per year) than married personnel in another; (4) Single parents did not have significantly more lost time than married parents; (5) As was found in 1978, men had more recorded days absent than women for disciplinary events. When added to absences for hospitalization, a category where women's rates are higher than men's, the gender difference still was present; (6) Days lost due to disciplinary events are highly related to level of education.

160. Yates, L. N. (1993). *Equal Opportunity Employers: The Department of Defense and Major League Baseball* (Master's Thesis). Fort Leavenworth, KS: Army Command and General Staff College. (ADA273050)

This study delved into the premise that the Department of Defense is the United States' most equal opportunity employer. The employment results of the United States Army were compared with the results of Major League Baseball using five imperatives: Accessions, Promotions, Key Assignments, Retention, and Discipline. The study researched the history of integration within the United States Army and Major League Baseball since the voluntary integration of their organizations. Both institutions' significance was noted because of their voluntary integration, around the same period, before the Supreme Court's decision (*Brown versus the Board of Education*) that mandated every institution to integrate "with all deliberate speed." The study indicates that the concept of equal opportunity is very realistic and attainable. Also, because of the clearly defined and established affirmative action goals of the United States Army, the Army appears to have made broader achievements than baseball, which appears to extend equal opportunity only to their playing fields. Further research is required to ascertain the reason(s) for the disparity of white and black soldiers' receipt of punishment and involuntary separation from the United States Army, and why white soldiers' rates were consistently better than their black counterparts in the areas of promotions, accessions, and key assignments.

161. Booth-Kewley, S., Rosenfeld, P., & Edwards, J. E. (1992). Impression management and self-deceptive enhancement among Hispanic and non-Hispanic White Navy recruits. *Journal of Social Psychology*, 132(3), 323-329.

The authors compared the responses of 24 Hispanic and 191 non-Hispanic White male U.S. Navy recruits on an inventory of desirable responding. The inventory contains 2 measures of socially desirable responding: impression management and self-deceptive enhancement. Hispanic Sailors had significantly higher scores than non-Hispanic Sailors on impression management; the 2 groups did not differ on self-deceptive enhancement. Findings suggest that Hispanics may be more likely than non-Hispanics to present a positive picture of themselves to others but do not differ from non-Hispanics on their amount of engagement in positive self-deceptive enhancement.

162. Culbertson, A. L., & Magnusson, P. (1992). *An Investigation into Equity in Navy Discipline* (NPRDC-TR-92-17). San Diego, CA: Navy Personnel Research and Development Center. (ADA255220)

Navy-wide disciplinary data indicate that minority personnel receive non-judicial punishments (NJPs) and are awarded courts-martial at a higher rate than the majority group. The Navy Personnel Research and Development Center was tasked to investigate the equity in discipline issue. Data were collected at 15 San Diego afloat and shore commands from all Report and Disposition of Offense(s) forms and records of completed courts-martial cases for the 6-month period. The previous disciplinary histories, types of current offenses, and disposition of the cases were compared across racial/ethnic group. Black personnel in this sample had a higher rate of NJP involvement than their White counterparts. The only difference found in the types of offenses was that Blacks more often were charged with violating Article 91, insubordination, than were Whites. No differences were found across groups in the types and extent of punishments given. Additional comparisons revealed that, although first-termers, non-designated personnel, and personnel aboard ships have higher disciplinary rates, any overrepresentation of Blacks among these groups was not sufficient to account for Blacks' higher rate of disciplinary involvement. The results also show that multiple offenders account for almost 40 percent of the total number of NJPs; there was no difference in the rates of multiple offenses across racial/ethnic group. Lastly, current annual assessment statistics based solely on punishments that affect pay provide a reasonable estimate of all offenses: punishments affecting pay comprised about 90 percent of the cases overall. The data collected generally revealed no differential treatment in the formal discipline system at these commands. However, the current effort cannot make any conclusions concerning the other aspect of the differential treatment theory, namely that persons commit the same kind and frequency of offenses, but members of minority racial/ethnic groups are more likely to be formally charged with these offenses. The methodology used here could be used by others wishing to explore the equity in discipline issue.

163. Culbertson, A. L., Rosenfeld, P., Booth-Kewley, S., & Magnusson, P. (1992). *Assessment of Sexual Harassment in the Navy: Results of the 1989 Navy-wide Survey* (NPRDC-TR-92-11.) San Diego, CA: Navy Personnel Research and Development Center. (ADA248546)

Attempts to deal with sexual harassment among Navy service members have been hampered by the lack of scientifically-based data on its frequency and forms. The present effort developed the sexual harassment portion of the Navy Equal Opportunity/Sexual Harassment Survey (NEOSH) that was first administered in 1989. A stratified sample of active duty enlisted and officer personnel received surveys, with 5,619 completed questionnaires being returned (60% response rate). Post-stratification weighting by paygrade, gender, and racial/ethnic group was performed to make the respondents representative of their populations in the Navy. The survey found that 42 percent of female enlisted and 26 percent of female officer respondents had been sexually harassed during the 1-year survey period while on duty, or on base or ship while off duty. Very small percentages of the male enlisted (4%) and male officers (1%) reported being sexually harassed during the 1-year survey period. Generally, as the type of harassment became more severe in nature, its reported occurrence and frequency decreased. Six percent of female enlisted respondents and 1 percent of female officer respondents reported experiencing the most serious form of sexual harassment, actual or attempted rape or assault. Characteristics of the perpetrators of sexual harassment were analyzed, along with victims' actions after the harassment, and the impact of the experience on their perceptions of the Navy, their command, and themselves. As found in other surveys of sexual harassment, victims rarely use formal channels to report sexual harassment; their reasons for not using formal channels are detailed. The NEOSH sexual harassment results are compared with the U.S. Merit Protection Board of Surveys of sexual harassment, and the 1989 DoD Survey of Sex Roles in the Active-duty Military. Questions are raised concerning the methodology of measuring and reporting rates of sexual harassment.

164. Phillips, R. L., Andrisani, P. J., Daymont, T. N., & Gilroy, C. L. (1992). The economic returns to military service: Race-ethnic differences. *Social Science Quarterly*, 73(2), 340-359.

This research assesses the impact of military service on black, Hispanics, and non-Hispanic white youth during the all-volunteer force era. The results show a significant in-service earnings advantage for all groups with minorities obtaining a larger advantage relative to their civilian counterparts. For non-Hispanic whites there appears to be a significant post-service earnings premium. For blacks and Hispanics, however, post-service earnings results did not reveal a significant value-added effect, reflecting perhaps the effects of discrimination in the civilian labor market.

165. Rosenfeld, P., & Culbertson, A. L. (1992). *Development and Evaluation of a Standard Form 171 Videotape* (NPRDC-TN-92-7). San Diego, CA: Navy Personnel Research and Development Center. (ADA245097)

A videotape, designed to assist applicants for civilian Navy employment complete the Standard Form 171 (SF 171) for government employment, was evaluated as part of a larger project investigating reasons for Hispanic underrepresentation in the Navy's civilian work force. In general, the evaluator's ratings and written comments concerning the videotape were positive. Written evaluations of the videotape by individuals applying for civilian Navy jobs were positive.

166. Rosenfeld, P., & Culbertson, A. L. (1992). Hispanics in the military. In S. Knouse, P. Rosenfeld, & A. L. Culbertson (Eds.) *Hispanics in the Workplace* (pp. 211-230). Newbury Park, CA: Sage.

This article provides an orientation to and an overview of Hispanics in the military. After briefly reviewing the history of Hispanics in the military, the authors consider the issue of Hispanics in the military from three vantage points: (a) a demographic snapshot of Hispanic representation and occupational distribution within the military; (b) a review of an extensive research program of the impact of social, cultural, and organizational variables on Hispanic Navy recruits; and (c) a consideration of the results of several surveys that have assessed the perceptions of active-duty Hispanics.

167. Rosenfeld, P., Culbertson, A. L., Booth-Kewley, S., & Magnusson, P. (1992). *Assessment of Equal Opportunity Climate: Results of the 1989 Navy-wide Survey* (NPRDC-TR-92-14). San Diego, CA: Navy Personnel Research and Development Center. (ADA251318)

As a result of recommendations from Navy study groups, the 1989 Navy Equal Opportunity/Sexual Harassment Survey (NEOSH) was developed, administered, and analyzed by researchers at the Navy Personnel Research and Development Center. The goal of the NEOSH was to provide Navy policy makers with an accurate baseline measure of equal opportunity (EO) climate and sexual harassment among active duty Navy personnel. This report describes the EO climate portion of the NEOSH. The NEOSH was administered to a random sample (N = 5,558, response rate = 60%) of active duty Navy officers and enlisted personnel stratified on racial/ethnic group and gender. Among the major results of the 1989 administrations of the NEOSH were: (1) Navy personnel as a whole have positive EO climate perceptions. (2) White male officers consistently report the most positive perceptions of Navy EO climate. The differences in EO perceptions between male and female officers are typically larger than between male and female enlisted personnel. (3) Blacks, particularly black enlisted females, are the least positive about EO. (4) Perceptions of fairness in discipline are lowest among blacks. (5) Hispanics' EO perceptions consistently fall between whites and blacks and typically are closer to whites.

168. Smith, D. W., & Mowery, D. L. (1992). *Women in Combat: What Next?* Newport, RI: Naval War College. (ADA250268)

The future for women in the military will very likely include serving in combat units. It appears that the combat exclusion laws which currently bar women from these positions will be eliminated. This should cause the combat commander to ask himself a number of questions. What impact will women have on operational planning? Can integration of women into combat units be achieved without impairing unit effectiveness? What kinds of changes must be made to make this transition? It is clear that integrating women into combat units will require prior planning by combat commanders. Among other things, they must consider deployment issues, coalition partners, pregnancy, unit cohesion, strength issues, sexual harassment and fraternization policies, socialization issues, and political and career pressures to make it work. Dealing with these changes requires strong leadership imperatives, the efficient placement of the right person into the right job, implementation of clear, enforceable policies and an awareness that success depends on innovative, unemotional thinking and realistic planning. Commanders need to start preparing now for the future.

169. Thomas, P. J., & Thomas, M. D. (1992). *Impact of Pregnant Women and Single Parents Upon Navy Personnel Systems* (NPRDC-TN-92-8). San Diego, CA: Navy Personnel Research and Development Center. (ADA246709)

The purpose of this report was to review policies created to manage pregnant women and single parents and to evaluate the impact of these two groups on recruitment, assignment, and separations. In addition, the policies at housing offices, child development centers, and family service centers regarding single parents and pregnant women were investigated. Key findings are: single parents and pregnant women do not impact upon recruiting and have very little impact upon recruit training; detailers consider military-married-to-military personnel more time consuming to assign than either single parents or pregnant women; pregnant women are overrepresented among personnel returned early from overseas but cost less to move than other personnel; single parents are more likely than married parents to receive a humanitarian transfer and a hardship discharge. Single women are more apt to be separated for pregnancy than married women; less than 20 percent of single parents have a Dependent Care Certificate; at most locations visited, children of single parents are not given priority placement in Child Development Centers. Housing offices at these locations are not treating single parents or pregnant women preferentially.

170. Tyburski, D. A. (1992). *Department of the Navy Sexual Harassment Survey – 1991* (NPRDC-TR-92-15). San Diego, CA: Navy Personnel Research and Development Center. (ADA251465)

This survey collected data concerning the attitudes of Navy civilian employees toward sexual harassment. It compares the results to those of the Navy respondents to the 1987 Merit Systems Protection Board (MSPB) sexual harassment survey. A sample of 3800 male and female Navy civilian personnel was mailed a modified version of the 1987 MSPB survey. The survey included questions concerning behaviors that respondents consider sexual harassment, actions available to those harassed, actions taken by the Navy to reduce sexual harassment, and questions about specific incidents of sexual harassment experienced by the respondents. Two questions were added concerning prevention of sexual harassment training being conducted by the Navy. Key findings included: (1) respondents continued to define unwanted and uninvited sexual behaviors list in the survey as sexual harassment; (2) the types of unwanted and uninvited sexual behaviors experienced by respondents continued to be diverse; (3) the percentage of respondents who reported experiencing at least one instance of unwanted and uninvited sexual behaviors increased from 1987; (4) more co-workers and fewer supervisors were the source of sexual harassment; (5) respondents continued to take informal actions in response to incidents of sexual harassment; (6) while respondents continued to be aware of formal actions they could take in response to incidents of sexual harassment, very few actually took any formal action; and (7) respondents continued to believe that the Navy took actions to reduce sexual harassment when it occurred.

171. Walker, M. R. (1992). *An Analysis of Discipline Rates Among Racial/Ethnic Groups in the U.S. Military*. Fort Benjamin Harrison, IN: Army TRADOC Analysis Command. (ADA274555)

The purpose of this report is to present the findings of an examination of disciplinary data from Military Equal Opportunity Assessments (MEOA) reports. The objective is to determine the changes over time and the representation of racial/ethnic groups among punishments, and to explain possible underlying reasons for differences. Findings show that, although the relative frequency of court martial convictions is very low and declining, the number and percent of the population being court martialed is decreasing faster for white service members as compared to black service members.

172. Woods III, G. T. (1992). *Women in the Infantry - The Effect on the Moral Domain*. Fort Leavenworth, KS: Army Command and General Staff College. (ADA262478)

This monograph examines the effect of allowing women into the infantry in the U.S. Army. It focuses on aspects of the moral domain cohesion, bonding, morale, and stress. It attempts to answer the question: Will small level infantry unit (i.e., crew, team, section, squad, and platoon) cohesion be affected by the introduction of women into the infantry ranks? The monograph first establishes the nature of infantry combat and the importance of the moral domain in motivating and sustaining the infantryman in battle. The monograph then examines two psychological phenomena in the presentation of two theoretical frameworks to understand the group dynamics of primarily all-male groups. The first phenomenon is male bonding. The second phenomenon is the dynamics of groups towards tokens. Tokens are members of a group who have physically recognizable traits and who make up less than fifteen percent of the group. Finally, the paper reviews the scientific, historical, and anecdotal evidence supporting or refuting the theories. The monograph concludes that, although the evidence is inconclusive, there is sufficient evidence to approach the decision of allowing women to enter the infantry ranks cautiously. Sexual harassment problems that have occurred over the last fifteen years in integrating women into the military may support predictions of the theoretical frameworks explored in the body of the monograph.

173. Booth-Kewley, S., & Rosenfeld, P. (1991). *Satisfaction with Equal Employment Opportunity (EEO) Complaint Reports and Investigations* (NPRDC-TN-92-5). San Diego, CA: Navy Personnel Research and Development Center. (ADA45127)

This study developed and pilot tested a paper-and-pencil survey designed to assess the quality of Equal Employment Opportunity discrimination complaint investigations and reports. The study also examined: (1) the extent to which activity officials are satisfied with investigative reports, (2) whether satisfaction is greater for investigations and reports handled by in-house staff investigators than with those handled by contractor investigators, (3) the strengths and weakness of the reports and investigations, and (4) ways in which reports and investigations could be improved. Surveys were mailed out with every investigative report completed between December 1990 and May 1991; 117 completed surveys were returned. Analysis of survey responses revealed that: (1) satisfaction with investigative reports was generally high--75 percent of the respondents were satisfied with the report as a whole, (2) the potential problem areas identified in the reports related to organization/presentation and analysis of evidence, and (3) satisfaction was higher for reports prepared by in-house staff investigators than for reports prepared by contractors. It is recommended that the Navy could raise the overall quality of reports by using more staff investigators and fewer contractors, and that further research efforts be aimed at increasing resolution of complaints during the informal stage.

174. Dansby, M. R., & Landis, D. (1991). Measuring equal opportunity climate in the military environment. *International Journal of Intercultural Relations*, 15(4), 389-405.

Construction and initial validation of an instrument to assess equal opportunity climate in the military are described. The research was conducted in three phases: survey design and preliminary validation at the Defense Equal Opportunity Management Institute (DEOMI), Patrick Air Force Base, FL; field testing and further validation at operational military units from all Military Services; and subsequent revision and implementation as part of a continuing organizational analysis service for military commanders. Results are interpreted as supporting use of the instrument, the Military Equal Opportunity Climate Survey (MEOCS), for the intended purpose.

175. Edwards, J. E., Rosenfeld, P., & Thomas, P. J. (1991). Hispanic and non-Hispanic White new hires in the Navy's blue-collar civilian work force: A pilot study. *Hispanic Journal of Behavioral Sciences*, 13(4), 412-421.

Each male Hispanic who entered a craftsman, mechanic, operative or service worker semi-skilled or journey person job at 1 of 14 Navy activities was administered a questionnaire during the first week of his employment. A comparison non-Hispanic White male entering a similar job was surveyed whenever his accession followed the accession of an Hispanic. Usable surveys were obtained for 76 Hispanics and 75 non-Hispanic Whites. Hispanics were divided into more acculturated and less acculturated subgroups. The less acculturated Hispanic group reported a significantly higher need for role clarity than did the non-Hispanic White group. For all three groups, the most common method of recruitment was through a friend or relative.

176. Knouse, S. B. (1991). Introduction to racial, ethnic, and gender issues in the military: The decade of the 1990s and beyond. *International Journal of Intercultural Relations*, 15(4), 385-388.

The combination of decreased Soviet threat and increasingly complex technology will eventually produce a downsized and streamlined American military poised to face the 21st century. Several possible scenarios are presented about how such changes will influence equal opportunity issues in the military. In one scenario, higher technical job requirements may impede the recruiting of educationally disadvantaged individuals. In another scenario, a possible peace dividend after the Iraqi War will place a greater emphasis upon noncombatant and support roles, which may benefit minorities and women. In a third scenario, combat units may be more permanently based and composed of highly cohesive combat teams, which will require an equal opportunity environment in which individuals of widely differing backgrounds can work together very closely. These scenarios project possible future directions that are currently being built upon the present equal opportunity environment of the American military. The following articles of this special issue examine the various facets and dimensions of equal opportunity in the military as it enters the 1990s.

- 177. Knouse, S. B. (1991). Social support for Hispanics in the military. *International Journal of Intercultural Relations*, 15(4), 427-444.**

With a growing number of Hispanics entering the job market in the private, public, and military sectors, social support processes for Hispanics are becoming increasingly important. Sources of social support include the family, friends, co-workers, supervisors, mentors, and formal organizational programs. Areas of the military work context requiring social support are recruiting, training, and career development. The effectiveness of social support may be moderated by such variables as degree of acculturation, educational level, and organizational culture. The present article includes a review of the civilian and military literature on social support for Hispanics and an interview of Defense Equal Opportunity Management Institute (DEOMI) Hispanic staff. Several recommendations are presented: actively cultivating Hispanic community networks for recruiting, considering rewards for bilingualism, increasing English proficiency training, making Hispanic mentors available, treating Hispanics as individuals in job assignments, recognizing the Hispanic family as an important consideration in military personnel actions, and creating a Department of Defense Hispanic data base.

- 178. Moore, B. L. (1991). African American women in the U.S. military. *Armed Forces & Society*, 17(3), 363-384.**

This article is a comparison of black women with women of different racial and ethnic backgrounds and black men in the U.S. military. Developmental analysis is used to examine historical trends and to hypothesize about the future of black women on active duty. Although there is considerable scholarly literature on minorities (particularly African-American men) and women in the armed forces, no systematic study of the participation of African-American women exists. This omission is significant in view of the fact that the representation of black women has increased more than sixfold over the last 15 years (which marks a greater percentage increase than any other segment of the military population). Results of statistical analysis confirm previous findings that African-American women are accessing the military at a faster pace than other racial and ethnic female groups in the United States; they are more concentrated in the Army than other branches of the military; they are mostly assigned to administrative and support occupations; and they are more likely to be single parents than are military women and men in the comparison groups. The article ponders the consequences of these findings for the future stability of the participation of black women in the U.S. military.

179. Murphy, D. J., Tyburski, D. A., Somer, E. P., Roth, P. G., Higdon, R. S., & Newell, C. E. (1991). *Office of Civilian Personnel Management Survey of Navy Civilian Attitudes December 1989: Findings* (NPRDC-TR-91-9). San Diego, CA: Navy Personnel Research and Development Center. (ADA234550)

Navy Personnel Research and Development Center, in corporation with the Navy Office of Civilian Personnel Management, developed the Navy Civilian Personnel Survey (NCPS). In December 1989, the NCPS was administered to a random sample of 3,629 Navy civilian employees. The number of usable responses was 1,958, about 54 percent of the original sample. The survey data were generally representative of the entire civilian workforce to within + or - 5% error. NCPS examined attitudes in the following areas: job satisfaction; current programs, policies, and practices (including recruiting; pay and benefits; working hours; training; management, supervision, and feedback; promotion system; equal employment opportunity; overseas employment; and retirement); and planned and proposed programs and policies (including job sharing, leave transfer, health/wellness programs, child care, elderly dependent care, drug testing and AIDS in the workplace).

180. Niebuhr, R. E., & Boyles, W. R. (1991). Sexual harassment of military personnel: An examination of power differentials. *International Journal of Intercultural Relations*, 15(4), 445-457.

The authors examined the influence of power differentials with regard to sexual harassment victims. Data from a survey of 1,944 active-duty military personnel were analyzed to see if patterns of sexual harassment differed among racial or ethnic groups. Four independent variables (victim's officer or enlisted classification, gender pioneer status, marital status, and harasser's race) were included in the analysis to determine patterns of interaction among the racial or ethnic groupings that might affect the degree of sexual harassment. Although a number of the interactions of these variables were significant, the main effect of race or ethnic group on sexual harassment events was not supported.

181. Rosenfeld, P., Thomas, M. D., Edwards, J. E., & Thomas, P. J. (1991). Navy research into race, ethnicity, and gender issues: A historical review. *International Journal of Intercultural relations*, 15(4), 407-426.

This article reviews 20 years of Navy Personnel Research and Development Center research relating to equal opportunity (EO). Four main efforts are reviewed: EO climate, changing roles for Navy women, assessment of potential bias in Navy discipline, and Hispanic representation in Navy's civilian work force. Earlier research provides insights into ways EO should be approached in the 1990s. It is concluded that, in addition to their historical import, these 4 avenues of research remain concerns for the Navy and U.S. society.

182. Smither, R. D., & Houston, M. R. (1991). Racial discrimination and forms of redress in the military. *International Journal of Intercultural relations*, 15(4), 459-467.

Since passage of Title VII of the Civil Rights Act of 1964, employers have been required to eliminate race as a criterion for virtually all job decisions. Because of a series of legal rulings, however, the U.S. military has more or less been exempt from complying with the requirements of Title VII. The reason for this exemption has been the prevailing belief that the ability to address grievances to civilian courts would undermine the discipline necessary for accomplishment of the military mission. Such an assumption is unsupported by empirical evidence. Uniformed military personnel who feel they are victims of racial discrimination must use the military justice system, which provides less protection for the individual. This paper argues that allowing uniformed military personnel access to civilian courts for redress of Title VII grievances may improve military morale and efficiency.

183. St. Pierre, M. (1991). Accession and retention of minorities: Implications for the future. *International Journal of Intercultural relations*, 15(4), 469-489.

Despite a significant increase in the numbers and proportion of minorities and women entering the military during the last two decades, little effort has been made to assess the implications of this trend for the future combat readiness of the nation. Using data from the Department of Defense, this article attempts to fill this gap by analyzing the accession and retention patterns of these groups over the past 20 years in terms of their reward and punishment experiences. In this context, issues that affect non-White minorities, such as symbolic racism, in particular, and problems that concern women related to child care, combat exclusion, etc., are examined from the perspective of majority-minority relations. The paper concludes with a brief statement regarding the implications of these issues for a military that increasingly must depend on a range of very sophisticated and technologically advanced weaponry.

184. Thomas, M. D., & Thomas, P. J. (1991). *Population Statistics: Navy Parents and Children* (NPRDC-TN-92-4). San Diego, CA: Navy Personnel Research and Development Center. (ADA243680)

Navy Personnel Research and Development Center was tasked by the Child Services Branch of the Bureau of Naval Personnel (PERS-659) to develop estimates of the numbers of Navy parents and Navy children. These estimates are provided in tables for officers and enlisted separately, and reflect marital status of parents and age of children. The primary data source for officers was the 1990 Navy Personnel Survey. Most enlisted data were derived from the 1990 Survey of Navy Women and Survey of Navy Men. The most recently available Enlisted Master Record Extract and Officer History Tapes were utilized as sources of data for Navy-wide demographics.

185. Thomas, M. D., Thomas, P. J., & McClintock, V. (1991). *Pregnant Enlisted Women in Navy Work Centers* (NPRDC-TN-91-5). San Diego, CA: Navy Personnel Research and Development Center. (ADA 234503)

This report documents an effort to determine the amount of lost time due to pregnancy, and to assess perceptions of supervisors and their pregnant subordinates regarding the effect of pregnancy on the workplace. Data were collected from pregnant enlisted women receiving medical care at San Diego and Tidewater area Navy prenatal clinics using a structured interview. A special purpose survey was sent to the current and former supervisors of the interviewed women. Key findings included: (1) Lost time due solely to pregnancy amounted to 1 day per month per pregnant women in the San Diego and Tidewater areas; (2) The impact of pregnancy on the work center and on the command was seen as greater on ships than at shore commands; (3) Until the third trimester, most women continued to work normal shifts and hours in their rating during their pregnancy; and (4) Most co-workers and supervisors tended to respond positively to the news of pregnancy.

186. Daula, T. D., Smith, A., & Nord, R. (1990). Inequality in the military: Fact or fiction? *American Sociological Review*, 55(5), 714-718.

The authors show that the apparent evidence of racial discrimination in Army promotion times found by Butler (1976) is a statistical artifact resulting from the failure to adjust for censoring in the data used. A Tobit analysis of the same data indicates that minorities are promoted more rapidly in some specialties and grades, and less rapidly or at the same rate in others.

187. Devlin, S. E., & Abrahams, N. M. (1990). *Assessment of Differential Prediction by Race for the USNA Classes of 1986-1990* (NPRDC-TN-91-2). San Diego, CA: Navy Personnel Research and Development Center. (ADA231304).

The USNA uses the Candidate Multiple (CM), a composite of several measures, to evaluate applicants. This composite seeks to predict many aspects of USNA performance. While the USNA strives for equal opportunity, the CM has not been evaluated for fairness for some time. Toward that end, the CM was evaluated using the widely accepted regression model of test fairness. This model effectively states that a test is biased for a subgroup if it consistently over or underpredicts the performance for members of that group. Using this model, procedures were used to statistically assess whether a prediction system based on the CM is fair to Blacks when the system for predicting academic performance is developed on a combined sample of Blacks and Whites. In essence, these procedures are aimed at determining whether a separate regression equation (i.e., prediction system) for members of the minority group would provide a more accurate and equitable prediction of their performance. These analyses revealed a statistically significant difference between separate prediction systems. This difference, while statistically significant, increases prediction by only about three-fourths of one percentage point. Thus, the use of separate equations does not provide a meaningful improvement in the prediction of academic performance. Finally, since Black academic performance scores were generally overpredicted when the combined-group regression equation was used, a combined-group regression equation does not adversely impact upon the Black minority. It is therefore recommended that the USNA continue using a single prediction system.

188. Edwards, J. E., & Knouse, S. B. (1990). *Racial and Ethnic Group Differences in Character of Separation and Disciplinary Rates Among First Term Enlistees Who are Ineligible to Reenlist* (NPRDC-TN-91-1). San Diego, CA: Navy Personnel Research and Development Center.

The CNO Study Group on Equal Opportunity in the Navy found that Blacks, Hispanics, and Anglos possessed different rates for both other-than-honorable separations and eligibility to reenlist. To investigate the sources of those differences, demographic and disciplinary data were gathered from the Field Service Records of 637 Anglos, 562 Blacks, and 160 Hispanics who were discharged during their first enlistment with a separation code (RE-4) that would prevent reenlistment. Blacks and Hispanics in this study received proportionally more other-than-honorable and judicial separations than did Anglos. Blacks were being separated for disciplinary problems (e.g., drugs); Anglos received proportionally more separations for other military reasons (e.g., personality disorders). The Black group's relatively higher rate of dismissal for disciplinary reasons seems warranted given their relatively more frequent involvement in the disciplinary system. Hispanic rates of separation for disciplinary reasons and involvement in the disciplinary system were between Black and Anglos rates. Recommendations were made to (a) establish formal disciplinary data gathering at the individual level, (b) grant fewer waivers for moral reasons, and (c) investigate why different rates of other-than-honorable separations occur for RE-4 discharges for other military reasons.

189. Edwards, J. E., Rosenfeld, P., & Thomas, P. J. (1990). *Hispanic and Anglo Males in the Navy's Blue Collar Civilian Work Force: A Comparison of New Hirees* (NPRDC-TN-90-24). San Diego, CA: Navy Personnel Research and Development Center. (ADA223857)

This study examined potential differences between newly hired Hispanic and Anglo blue-collar Navy civilian employees. Thirty-one Navy activities were identified for participation in this phase of a 4-year Equal Employment Enhancement project. Each male Hispanic who entered a Department of the Navy Occupational Level (DONOL) Code 8 or 9 semi-skilled or journey person job at one of those activities was to be administered a questionnaire during the first week of his employment. A comparison Anglo male entering a similar job was surveyed whenever his accession followed the accession of an Hispanic. Usable surveys were obtained from 76 Hispanics and 75 Anglos. Few statistically significant differences were detected among the groups. However, two areas of differences were found: the need for role clarity in the job and the belief that Hispanics are suspicious of the government. In both cases, less acculturated Hispanics (LAH) and Anglos differed. LAHs needed significantly more role clarity in their work and disagreed more strongly with statements suggesting that Hispanics do not trust the government. It is recommended that more formal methods of recruitment for DONOL Code 8 and 9 jobs be used to alleviate the Navy's Hispanic underrepresentation. Second, the relatively higher need for clarity of LAHs may be accommodated through training of supervisors.

190. Edwards, J. E., Thomas, P. J., & Bower, J. L. (1989). *Moving for Employment: Are Hispanics Less Geographically Mobile than Anglos and Blacks* (NPRDC-TN-89-11). San Diego, CA: Navy Personnel Research and Development Center. (ADA204608)

As part of the effort to explain and correct the under-representation of Hispanics in Navy's civilian workforce, the belief that Hispanics are reluctant to relocate was investigated. A survey was administered in 1987/1988 to approximately 1,450 persons in Texas; 51 percent Hispanic, 38 percent Anglo, and 11 percent Black. The survey contained items addressing the likelihood of moving to specific states with large Navy facilities, for given types of jobs, and if certain conditions were met. No significant differences were found among the three groups in willingness to move if certain incentives were offered. Hispanics, however, were significantly less interested in moving to states that have low Hispanic representation. Differences in types of jobs found attractive by the groups were also found. It was concluded that recruitment efforts in areas with high concentrations of Hispanics for jobs in low-concentration areas may have limited success.

191. Thomas, P. J., & Edwards, J. E. (1989). *Incidence of Pregnancy and Single Parenthood Among Enlisted Personnel in the Navy* (NPRDC-TR 90-1). San Diego, CA: Navy Personnel Research and Development Center. (ADA214904)

Pregnant women and single parents are believed to have a negative impact upon mission accomplishment because of absences, lack of assignment flexibility, and the administrative burden they cause. As the number of women in the Navy increases, so will the number of pregnancies. Single parenthood, while not female exclusive, is five times more prevalent among women than men in the United States. Thus, facts, as opposed to perceptions, regarding both pregnant women and single parents need to be established so that effective policies can be developed. This effort represents the first phase of a 3-year research project. The purpose of this initial phase was to establish the number of pregnant women and single parents in the Navy. Women's and men's versions of a special purpose survey were designed and mailed to a sample of approximately 9,200 enlisted personnel under anonymous conditions. In the analysis, response frequencies were weighted to develop estimates that would be representative of the enlisted force of each gender. In addition, comparisons were made of the responses of subgroups of interest.

192. Anderson, B. G. (1988). *A Pilot Report on Women's Assessment of Their Military Careers*. Dallas, TX: Southern Methodist University. (ADA207192)

Twenty-four Black, Anglo, and Hispanic women from the U.S. Army, Navy, and Air Force review in depth their military careers from enlistment to present activities and future goals. The research identifies and reconstructs the evolution of particular themes that shape performance and expectations within the military. Respondents reveal themselves as more consistently united as women than separated by ethnicity in their reactions to military life.

193. Assistant Secretary of Defense. (1988). *Report Task Force on Women in the Military*. Washington, DC: Author. (ADA190369)

The Secretary of Defense established this Task Force as a direct result of continuing concerns raised by the DACOWITS about the full integration of women in the armed forces. The Secretary's direction was to address three primary topics: attitudes toward and treatment of women in the military, and their impact on the morale and quality of life for women; consistency in application of combat exclusion statutes and policies, and the effective utilization of women; and the manner in which various force management policies may impact adversely on women's career development. Discussion and recommendations for action in response to that direction are contained in the report.

194. Edwards, J. E. (1988). *Work Outcomes as Predicted by Attitudes and Demographics of Hispanics and Non-Hispanics: A Literature Review* (NPRDC-TN-88-23). San Diego, CA: Navy Personnel Research and Development Center. (ADA191799)

Because Hispanics are becoming an increasingly larger percentage of the U.S. population, Navy contracted a review of studies that have investigated Hispanics in the workplace or Hispanics work-related attitudes. The review was to serve as the preliminary step in developing a survey of new hires (Hispanics and a control group of white males) in unskilled and semi-skilled, blue-collar, Navy civilian jobs. Past researchers have questioned the generalizability of results from pre-1970 studies of Hispanics because of sampling biases. Also, the few more recent investigations have suffered from numerous methodological problems: inadequate or no control groups, loosely defined traits, statistical concerns, etc. Given the limited number of studies which have utilized Hispanics combined with the concerns mentioned above, the literature provided few insights into issues that might differentially affect Hispanics vs. mainstream employees. For that reason, consideration of work-related theories, models, and findings derived for/from mainstream subjects were suggested as potential bases for designing the survey.

195. Kerce, E. W. (1988). *A Profile of Navy Family Configurations* (NPRDC-TN-88-40). San Diego, CA: Navy Personnel Research and Development Center. (ADA193441)

A 1 percent sample of Navy members was drawn by random generation of social security numbers from all active duty Navy personnel. Social security numbers were linked to microfiche records of emergency data forms in central personnel files to extract demographic and family information for 5,385 Navy members. Results were compared to similar data compiled in 1980. This comparison indicated that the percentage of members who are unmarried has increased, as has the number of women in the Navy, the number of dual-career couples, and the number of women with civilian husbands. The percentage of married members without children has also increased since 1980.

196. Kirk, K. F. (1988). *Woman in Combat?* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA200593)

This thesis polls veterans of war and active duty men and women about their attitudes toward the assignment of women to combat units. The question is extremely complex, involving a cross section of social and military factors. Two powerful social forces are in collision here: The push for women's equal rights is in conflict with deeply rooted traditions that question the propriety of women under arms. The fact that public politics support equal opportunity in principle is indisputable; virtually every published opinion poll taken on the subject confirms it. However, the extent to which people will accept equality in practice, including committing women to combat, is less clear; virtually no public opinion polls have been taken on the subject. Also at odds are the more practical issues related to national security: the budgetary advantages of recruiting more women are at variance with perceived risk to the U.S. national interest. It is clear, were women to constitute a larger proportion of the military establishment, that personnel quality (measured by educational level, general intelligence and aptitude) would improve.

197. Popovich, P. M. (1988). *An Examination of Sexual Harassment Complaints in the Air Force for FY 1987*. Athens, OH: Ohio University. (ADA207094)

The purpose of this study was to examine 163 filed complaints of sexual harassment in the Air Force for FY 1987. Variables investigated included characteristics of the complaint/victim, the alleged offender, and the complaint situations, as well as information about the confirmation process and the outcome of the complaint. Descriptive statistics showed that the characteristics of sexual harassment in this particular sample are rather similar to harassment in civilian organizations. It was also found that the hostile environment type of sexual harassment was more prevalent than the economic injury type. The implications of these results for sexual harassment training are discussed.

198. Thomas, P. J. (1987). Appraising the performance of women: Gender and the naval officer. In B. A. Gutek & L. Larwood (Eds.) *Women's Career Development*. Beverly Hills, CA: Sage.

And

199. Thomas, P. J., Holms, B. L., Carroll, L. L. (1983). *Gender Differences in the Evaluation of Narratives in Officer Performance* (NPRDC-TR-83-14), San Diego, CA: Navy Personnel Research and Development Center. (ADA127197)

For this study, the narrative sections of the Fitness Reports (FitReps) for 239 unrestricted line officers were compared for gender differences. A content analysis was conducted and the descriptors applied to naval officers of each gender were sampled. Significance tests determined that the number and nature of some descriptors differed by gender. In addition, cluster and discriminate analyses of the traits appearing in the evaluations found men's evaluations to be significantly longer than women's, contain more comments about their combat potential and impact on the Navy, have more recommendations for future assignments, and use different words to describe their behavior. Men were seen as more qualified, logical, dynamic, mature, and aggressive, than were women. Male officers were described as being effective in training others, physically fit, possessing the Navy image, having supportive wives, and improving their commands. Female officers were described as supporting equal opportunity (EO), appearing impeccable in uniform, and being an asset to their commands. Using the significant gender differences uncovered in analyses, two pseudo-narratives were written without any gender-identifying pronouns - one describing a female lieutenant and the other a male lieutenant. Mid-level officers were asked to judge the promotability of the two-pseudo-lieutenants and overwhelmingly chose the man.

200. Thomas, P. J. (1987). *Hispanic Underrepresentation in the Navy's Civilian Workforce: Defining the Problem* (NPRDC-TN-87-31). San Diego, CA: Navy Personnel Research and Development Center.

Hispanics are underrepresented in the Navy's civilian workforce despite a 10-year effort to promote their employment. This effort to provide definition to the problem focused on organizational and individual variables that could be contributors. Data were gathered through field research at 10 Navy activities and a review of Navy policies. The results indicated that the less acculturated Hispanic group reported a significantly higher need for role clarity than did the non-Hispanic White group. A second notable finding was that for all three groups the most common method of recruitment was through a friend or relative. Based on these results, it is suggested that more formal methods of recruitment be used to increase Hispanic representation. Second, the relatively higher need for clarity of less acculturated Hispanics may be accommodated through training of supervisors.

201. Munley, J. L. (1986). *The Perception of Pregnancy Among Enlisted Work Group Members* (Master's thesis). Wright-Patterson Air Force Base, OH: Air Force Institute of Technology. (ADA174589)

This thesis examined how 11,847 Air Force enlisted work group members stationed at 30 bases throughout the world perceived pregnant co-workers. As a framework it used Terence R. Mitchell's model for understanding group behavior. Individual differences, characteristics of group structure, and situational factors were examined in relation to the perception of pregnancy as a problem. Analyses were accomplished using data extracted from the Air Force Survey of Work Groups prepared for the United States Air Force by the National Opinion Research Center, and Systems Research and Applications Corporation. Analyses indicated only 15.5 percent of the sample perceived pregnancy as a problem; less than 10 percent of the sample indicated pregnant women do not carry their own weight on the job. There was no difference between how males and females perceived pregnant co-workers. The data indicated pregnancy was perceived to be more of a problem by those members who (1) belonged to less cohesive groups, (2) perceived poor supervision in their work group, (3) had been assigned to their work group for over two years, (4) belonged to groups with more than 25 percent women, (5) worked in nontraditional jobs requiring strength, and (6) were pregnant or had a pregnant spouse. These and other findings are discussed.

202. Gerrard, M., & Royle, M. H. (1985). *Predicting Pregnancy and Pregnancy Attrition in First-Term Marine Corps Women* (NPRDC-TR-85-32). San Diego, CA: Navy Personnel Research and Development Center. (ADA158523)

Because pregnancy accounts for a large proportion of the attrition among enlisted Marine Corps women, an investigation was conducted of the effects of traditional family/career orientation, feelings of isolation, and feelings of dissatisfaction with the Marine Corps on incidence of pregnancy and pregnancy attrition among these women. The variables were measured, along with current pregnancy status, by means of a survey of 610 first-term enlisted women. Follow-up data on attrition status and number of dependents were collected 18 months later from Marine Corps records. Traditional sex role orientation was a predictor of both pregnancy and attrition, although it was useful for predicting pregnancy among single women only. Women who became pregnant and subsequently attrited were less committed to a Marine Corps career than were those who became pregnant and remained in the Marines, even when commitment was measured prior to the pregnancy. Neither feelings of isolation nor dissatisfaction with the Marine Corps were predictors of pregnancy or pregnancy attrition, although women who were pregnant at the time of the survey had more of these feelings than nonpregnant women.

203. Polan, S. L., & Thomas, P. J. (1985). *Military Offense Rates: Racial, Ethnic, and Gender Differences* (NPRDC-TN-86-2). San Diego, CA: Navy Personnel Research and Development Center. (ADA162521)

The purpose of this investigation was to determine whether Navy personnel are disciplined without regard to racial/ethnic membership. Two samples were used. The first consisted of personnel receiving non-judicial punishment (NJP) or courts-martial between 1 May 1982 and 30 April 1983. The second sample was derived from documents reporting infractions, which contain the nature of the violation and type of court-martial but do not include information on punishment. Both samples were restricted to E-1 to E-4 (enlisted) personnel only. Whites and men were used as standards of comparison. T-tests and the z-ratio were used to determine differences among the standards and the minority groups of interest (blacks, American Indians, Asian/Pacific Islanders, Filipinos, Hispanics, and women).

204. Royle, M. H. (1985). *Factors Affecting Attrition among Marine Corps Women* (NPRDC-TR-86-7). San Diego, CA: Navy Personnel Research and Development Center. (ADA162537)

A representative sample of Marine Corps women in their first enlistments and their supervisors were surveyed to identify factors in their backgrounds and experiences that might be related to attrition. Attrition status was obtained from Marine Corps records both at the time of the survey and 18 months later. Women who attrited were classified into three types: those who were pregnant with a future interest in the Marine Corps, those pregnant with no future interest, and those who left for reasons other than pregnancy. Different factors predicted each type of attrition. Across attrition types, the most important factors were supervisor and work group relationships, family and career orientation, and management of stress. Recruiting, training, and placement practices had a relatively small effect on attrition. To help decrease attrition among women, the Marine Corps should discourage the most traditional women from enlisting, help women develop coping skills, provide sex education, and improve work group climate as well as the climate toward women as a whole in the USMC by emphasizing their achievements, potential, and command support for their participation.

205. Kerce, E. W., & Royle, M. H. (1984). *First-Term Enlisted Marine Corps Women: Their Backgrounds and Experiences* (NPRDC-TR-84-57). San Diego, CA: Navy Personnel Research and Development Center. (ADA146722)

An accurate description of Marine Corps women was needed for policy planning to counteract negative stereotypes. A representative sample of women in their first enlistments and their supervisors was surveyed concerning their backgrounds and experiences. In general, negative stereotypes were unfounded. The Marines were typical young women with interests in combining a career with marriage and a family. The majority did clerical work. Both clerical and non-clerical workers were rated as above average performers. Although negative attitudes toward women and instances of sexual harassment were reported, most women reported acceptance on the job. Many supervisors reported that having a woman in the group had a positive effect on the group's attitudes toward women in the Marine Corps. More traditional women were less satisfied and adjusted than less traditional women, particularly in nontraditional settings.

206. Kroeker, L., Folchi, J. (1984). *Minority Fill-Rate Component for Marine Corps Recruit Classification: Development and Test* (NPRDC-TR-84-46). San Diego, CA: Navy Personnel Research and Development Center. (ADA143893)

The purpose of this research was to develop and test a minority fill-rate component for the Marine Corps' program management module, which governs the allocation of recruits to enlisted program guarantees within the Automated Recruit Management System (ARMS). Marine Corps policy directives were used to formulate experimental forms of the utility model component. The resulting component was tested by simulating recruit assignments and assessing model performance characteristics. The results of assignment by model (ABM) were compared to actual assignment (AA) results. In 82 percent of the cases, the ABM procedure achieved superior results; namely, the minority proportion achieved under ABM was closer to that desired by Marine Corps managerial personnel than that achieved under AA.

207. Jordan, C. E. (1983). *OD (Organization Development) Interventions that Enhance Equal Opportunity* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA136870)

Two issues generated this study: (1) The changing nature of the Navy's Human Resource Management Support System both in ideology and structure; and (2) Concern from various sectors over what is perceived to be the likely Equal Opportunity structure in light of system changes. Through use of interviews, archival data, and subjective evaluation, the impact of the socialization phenomenon is analyzed using the three stage model of socialization. The process of organizational socialization is examined strategically. Attention is also directed to these specific organizational boundaries crossed by persons when acquiring a new work role. An underlying theme is that what people learn about their work roles in organizations is often a direct result of how they learn it. Given that the present Navy equal opportunity policy calls for command-specific and command-managed EO programs, this study concludes with considerations that could be criteria for selection of specific organization development interventions which will enhance Equal Opportunity objectives at a command level. These criteria focus around the organization's concerns for operational readiness and the individual's need for self-esteem and a positive self-image.

208. Royle, M. H. (1983). *First-Term Attrition Among Marine Corps Women: Some Associated Factors* (NPRDC-TR-83-22). San Diego, CA: Navy Personnel Research and Development Center. (ADA131061)

The first-term attrition rate for enlisted Marine Corps women is nearly 50 percent, about twice that for comparable men. To identify factors that might be related to attrition, three data sets were analyzed. They included historical master files and recruit accession management system files, a 3-year follow-up on a recruit-training attrition study using expectations to predict attrition, and a job-satisfaction survey. Results indicated that most of the difference in post-recruit training attrition between men and women was due to pregnancy. Background variables were of limited usefulness in predicting attrition. Factors associated with Marine Corps experience, particularly in the work setting, appeared to be related to attrition. The data did not support the hypothesis that women are becoming pregnant in order to be discharged. Further investigation of these experience factors is recommended, in addition to investigation of training in sex education and life-decision making. Placement of women in units with at least one other woman and use of information on women's interests in sports and nontraditional activities in recruiting are also recommended.

209. Spishock, P.M., & Scheifers, C. C. (1983). *The Effects of Performance Evaluation Narratives on the Promotion of Male and Female Unrestricted Line (URL) Officers* (NPRDC-TN-83-6). San Diego, CA: Navy Personnel Research and Development Center.

Since the passage of the Defense Officer Personnel Management Act (DOPMA) in 1981, unrestricted line (URL) male and female officers must compete with one another for promotions; they are being evaluated by the same selection board. To determine whether narratives written for officer fitness reports (FitReps) used by selection boards to make promotion decisions contain gender bias, two pronoun-free narratives were created, one containing descriptors found to be typical for males, and the other, those found to be typical for females. These narratives were given to a sample of line officers, who were told to review them and select one of the two officers described for promotion. Results showed that evaluators overwhelmingly selected the narrative with male descriptors.

210. Thomas, P. J., & Conway, S. W. (1983). *Racial/Ethnic and Gender Differences in Responses to the Human Resource Management Survey of Personnel Assigned to the Atlantic and Pacific Fleets* (NPRDC-SR-83-10). San Diego, CA: Navy Personnel Research and Development Center.

The purpose of this study was to analyze the Fleet equal opportunity climate of the Human Resource Management (HRM) survey in compliance with the FY82 Navy Affirmative Action Plan. The most recent 1-year database (1 July 1980 to June 30 1981) of HRM survey responses was used, yielding a sample of 35,650 personnel. The responses of whites and blacks, whites and Hispanics, whites and Filipinos, blacks and Hispanics, and men and women were compared by analyses of variance and t-tests for the difference between means. Findings provide substantial and current information on HRM knowledge and practices. The study argues that some contextual variables impose certain challenges to HRM practices. However, evidence also reveals that the concept and knowledge of HRM practices, such as training, recruitment, compensation, employee participation, performance appraisal and reward systems, are in place with some indicators of local influence.

211. Thomas, P.J., & Greebler, C.S. (1983). *Men and Women in Ships: Attitudes of Crew After One to Two Years of Integration* (NPRDC-TR-84-6). San Diego, CA: Navy Personnel Research and Development Center. (ADA136899)

The decision to assign women to ships shattered naval tradition but was implemented to improve manning levels in the Fleet. An investigation into the integration process began in June 1979 and included 8 of the first 10 ships to receive women. Pre- and post-integration surveys were administered to the crews and observational reports gathered. The purpose was to provide Navy management with an appraisal of how integration was proceeding. Factor scores were generated for the 3,276 men and 418 women responding to the post-integration survey. ANOVAs were performed to investigate the effect of the independent variables: deployment, fleet, ship, department, pay grade, workshop attendance, gender, age, education, martial status, tenure, and reenlistment intent. The results indicate that the assigned fleet, ship, and department exerted a strong effect on attitudes but deployment did not. Chief petty officers had a positive opinion of the impact of women on the ship and its crew; non-rated men were enthusiastic about mixed-gender crewing; petty officers felt women had led to a decline in discipline and leadership and preferred an all-male crew. The effects of age, education, martial status, and tenure upon the factor scores were weak, but reenlistment intent had a significant effect. Sexual harassment was predominantly verbal in nature and being handled by the women themselves.

212. Thomas, P.J., Holmes, B. L., & Carroll, L. L. (1983). *Gender Differences in the Evaluations of Narratives in Officer Performance Ratings* (NPRDC-TR-83-14). San Diego, CA: Navy Personnel Research and Development Center. (ADA127197)

The narrative sections of the Reports on the Fitness of Officers (FitReps) for 239 unrestricted line officers were compared for gender differences. A content analysis was conducted and the descriptors applied to naval officers of each gender were tallied. Significance tests were conducted to determine whether the number of descriptors within each category or the nature of the descriptors differed by gender. In addition, cluster and discriminate analyses were performed on the personality traits appearing in the evaluation. Men's evaluations were significantly longer than the were women's, contained more comments about their combat potential and impact on the Navy, contained more recommendations for future assignments, and used different words to describe their behavior. Men were seen as more qualified, logical, dynamic, mature, and aggressive than were women. Male officers were described as being effective in training others and physically fit, possessing the Navy image, having supportive wives, and improving their commands. Female officers, more so than males, were described as supporting equal opportunity, appearing impeccable in uniform, and being an asset to their commands. Using the significant gender differences uncovered in the analyses, two pseudo-narratives were written without any gender-identifying pronouns--one describing a female lieutenant and the other, a male lieutenant. Mid-level officers, who were asked to judge the promotability of the two pseudo-lieutenants, overwhelmingly chose the man.

213. Durning, K. P. (1982). *How Enlisted Women and Men View the Navy Organization* (NPRDC-TR 82-23). San Diego, CA: Navy Personnel Research and Development Center. (ADA110116)

Responses of over 40,000 Navy enlisted women and men to the human resource management (HRM) survey were analyzed. Results replicated those of a 1975 study, disclosing that although women were initially optimistic, their perceptions of the Navy were more negative than men's as they advanced to petty officer levels. Midlevel women (E-4 to E-6) were less positive than men on peer relations (significant interaction on three of five indexes) and in views of command human-resources emphasis and person/organization goal integration. Women chief petty officers, however, were as positive as male counterparts on these measures. On perceptions of supervisory adequacy, women were as positive as men at E-1 to E-3 levels, but less positive at E-4 to E-9 levels. This was also true of responses to items assessing motivation, the influence exerted by lower-levels on decision-making, and equal opportunity practices within the command. Women showed less positive perceptions of Navy life than they had in 1975, and men showed more positive perceptions. These sex differences may be related to the lesser emphasis on organizational development in the shore establishments where women are concentrated. Results are discussed in terms of supervision and peer relations of women in male-dominated workgroups and of inflated expectations women may have built up during recruitment and basic training.

214. Greebler, C.S., Thomas, P.J., & Kuczynski, J.D. (1982). *Men and Women in Ships: Preconceptions of the Crews* (NPRDC-TR-82-57). San Diego, CA: Navy Personnel Research and Development Center. (ADA118787)

Attitudes and expectations of 1,936 men and 346 women assigned to six Navy ships were measured before the women reported aboard. Results showed that the majority of men believed integration would improve crew morale, but would impact negatively on discipline and increase interpersonal conflict. Lower ranking men favored integration, although they held the most traditional attitudes toward the roles of women and expected women would receive preferential treatment in job assignments, physically demanding work, and disciplinary action. Men working in departments where women were rarely found held traditional attitudes toward women's roles and were pessimistic about integration. The women were most concerned with profanity, proving themselves, and resentment from men.

215. Hoiberg, A., & Thomas, P.J. (1982). The economics of sex integration: An update of Binkin and Bach. *Defense Management Journal*, 18(2), 18-25.

Greater numbers of women in uniform have had an impact on the military in several key areas. One of these is cost, and this article examines some of the financial implications of sex integration in the armed forces. Specifically, the authors considered costs for the 1975 Navy enlistees in four areas: dependents, absenteeism, recruiting, and attrition. While results in individual categories varied, women in the 1975 group generally proved to be less costly than men.

216. Neumann, I., & Abrahams, N. M. (1982). *Validation of Naval Academy Selection Procedures for Female Midshipmen* (NPRDC-TR-82-54). San Diego, CA: Navy Personnel Research and Development Center. (ADA118484)

Current U.S. Naval Academy selection procedures were developed for the exclusively male population that existed there before July 1976. This research was initiated to assess the appropriateness of these procedures for female midshipmen and to revise the procedures if the system was found ineffective. Male and female midshipmen in the classes of 1980 through 1983 were compared to determine whether differences existed in mean predictor and performance scores and to assess the validity of predictors. The high voluntary registration rate for females, which was ineffectively predicted, led to the construction and validation of an interest inventory disenrollment scale that would better identify female midshipmen who would resign from the Naval Academy. Two experimental scales were constructed that were considerably more effective than the operational disenrollment scale. However, these scales were negatively related to academic and military performance.

217. Pope, L.T. (1982). *Male and Female Performance in Ten Traditionally Male Navy Ratings* (NPRDC-TR-82-32). San Diego, CA: Navy Personnel Research and Development Center. (ADA111423)

For this paper, 979 people (802 men and 177 women; 887 whites and 92 blacks) participated in a study of sex-race bias. They rated the performance of members of their work group, and completed attitude and opinion questionnaires. Comparison of peer ratings showed that the perceived overall performance of women was not significantly different from that of men. When paygrade and rating were considered, the performance of blacks was not substantially different from that of whites.

218. Thomas, P. J., Monda, M. J., Mills, S. H., & Mathis, J. A. (1982). *Navy Women in Traditional and Nontraditional Jobs: A Comparison of Satisfaction, Attrition, and Reenlistment* (NPRDC-TR-82-50). San Diego, CA: Navy Personnel Research and Development Center. (ADA118392)

Samples of about 1,000 men and 1,000 women who joined the Navy in 1975 were followed throughout their first enlistment. In this final report, the effects of gender, type of job, and gender ratio in work group upon attrition, satisfaction, advancement, migration, and reenlistment of women were investigated. Whenever possible, comparisons were made to men's rates. Results showed that gender composition of work group was not related to the dependent measures. Also, being assigned to a job traditional to one's gender was not related to women's satisfaction and work behavior but it was significantly related to men's attrition, advancement, and reenlistment. No differences were found in women's and men's rates of attrition, advancement, or migration to another type of job.

219. Nieva, V. F., Mallamad, S. M., Eisner, E. J., Mills, S. M., & Thomas P. J. (1981). *Performance Evaluation Narratives of Navy Women and Men: An Examination for Bias in Promotion* (NPRDC-TR-81-14). San Diego, CA: Navy Personnel Research and Development Center. (ADA102701)

This report compared the narrative sections of performance ratings for 52 men and 52 women eligible for promotion to chief petty officer. The purpose was to determine whether statements included in the narrative section or manner in which the statements were interpreted by the selection board were subject to gender bias. Results showed that there was no significant difference in the number of positive statements made on the performance of men and women. However, significant interactions between sex and selection status (selected for promotion or not selected) were found in two evaluation categories: (1) motivation and personality traits and (2) dimensions of concern to Navy (awards, oral communication skills, appearance). Women who were not selected had more positive statements related to motivation and personality than did either men or women who were selected, indicating that positive performance in this dimension did not enhance promotion prospects. Men who were not selected had more positive statements on dimensions of concern to the Navy than men who were selected.

220. SEGAL, M. W., & Segal, D. R. (1981). *Social Change and the Participation of Women in the American Military*. Washington, DC: Walter Reed Institute of Research. (ADP001417)

The representation of women in the United States armed forces has increased from less than 2 percent of the force in 1971 to approximately 8 percent in 1981. Early in the Carter administration, it had been projected to reach 12 percent by the mid-1980s. However, opposition to this goal within the defense establishment became apparent in the late 1970s, and decisions were made during the first year of the Reagan administration to postpone further increases until the impact of greater representation of females among our military personnel could be more systematically assessed. The authors argue that policies regarding the utilization of women in the American armed forces have resulted primarily from technological, demographic, and gender role changes.

221. Thomas, P. J. (1981). *Women in the Military: Gender Integration at Sea* (NPRDC-TR-81-13). San Diego, CA: Navy Personnel Research and Development Center. (ADA116429)

This report describes an effort to measure and observe factors thought to be associated with the process of integrating women into the crews of Navy ships. The study focused on certain personal interactions that were believed to occur in gender-skewed organizations. Four ships were given the pre-integration form of the Navy in Transition Survey. One of these ships was resurveyed 9 months after integration. In addition, Navy reservists collected observational data on interactions aboard six ships. Responses to the pre-integration and post integration surveys were analyzed to determine how attitudes were affected by gender, age, education, paygrade, ship, and, shipboard department. The attitudes measured in the pre-integration survey were highly related to both the individual and organizational variables of interest. Although non-rated men held the most traditional beliefs about women's role in the work place, they liked working with women more than did any other group. On the post-integration survey, petty officers were the least positive of any group about the success of integration. Department effects were also evident. Women felt more performance pressure than men and experienced more problems aboard ship.

222. Borack, J. I. (1980). *Forecasting the Supply of Women Available to the Navy* (NPRDC-TR-80-31). San Diego, CA: Navy Personnel Research and Development Center. (ADA088214)

Defense planners have given increased thought to expanding the role of women in the military. To gain insight into and obtain estimates of the relative size of the potential female and male Navy military supply pool, health examination survey data, mental aptitude data, and demographic data were analyzed. The population of females and males 17 to 24 years old was successively decremented by estimates of the population of these individuals not available for military service due to physical/medical, mental, or family status reasons. Additionally, individuals not interested in military service were deleted from the estimated supply pool.

223. Crawford, A. M., & Van Beenen, S. K. (1980). *Evaluation of Officer Accessions at Surface Warfare Officer School* (NPRDC-TR-80-24). San Diego, CA: Navy Personnel Research and Development Center. (ADA085028)

The purpose of this effort was to determine whether Black and White SWOS students differed as to performance and attrition. Data gathered on Black and White students who had attended SWOS during a 2-year period were compared. Results showed that Blacks had a significantly higher attrition rate and lower performance than Whites. For both racial groups, students who are commissioned through NROTC sources have a significantly greater chance of failing SWOS than do those commissioned through other sources. This is particularly true for Blacks who are commissioned through NROTC units at predominantly Black, Southern colleges. Also, Blacks who come from schools rated as less competitive are more likely to fail than those who come from schools rated as more competitive. For both groups, attrition rates can be reduced considerable by allowing students to "roll back" and attempt SWOS a second time.

224. Reily, P. J. (1980). *Sexual Harassment in the Navy* (Master's Thesis). Monterey, CA: Naval Postgraduate School. (ADA097544)

An investigation was made into the subject of sexual harassment, its effect upon Navy personnel and its potential impact upon mission accomplishment. The study includes: a general historical review; a general discussion of the subject; a discussion of Navy policy to date; a summary of the findings of a survey and interviews of approximately 100 Navy women conducted by the author; and, future projections. The author concludes that sexual harassment is a significant problem in the Navy which could potentially impact upon mission effectiveness.

225. Riedel, J. A., Young, L. E., & Sheposh, J. P. (1980). *A Cross-cultural Comparison of Managerial Practices and Their Relationship to Organizational Outcome Variables* (NPRDC-TR-80-22). San Diego, CA: Navy Personnel Research and Development Center. (ADA083984)

This study addressed the relationships between employee perceptions of organizational effectiveness and managerial, organizational, and satisfaction variables. Questionnaires designed to measure work center effectiveness, organizational climate, job characteristics, supervisory influence, managerial practices, job satisfaction, role stress, and work occurrences were administered to a sample of 1,607 employees drawn from all hierarchical levels at four Public Works Centers (PWCs) in the U. S. (including Pearl Harbor); the PWC in Yokosuka, Japan; and the PWC at Subic Bay, PI. Results indicated that (1) managers and supervisors were generally more positive as to work center performance, management efficiency, and organizational character than were workers, (2) perceptions of management effectiveness are affected more by specific job-related concerns than they are by non-job-related managerial practices, (3) well defined job responsibilities and feelings of esprit de corps contribute most to employee satisfaction, and (4) employees are motivated by work occurrences that reflect personal concerns (e. g., feelings of accomplishment) and demotivated by those that reflect task-related concerns (e.g., equipment problems).

226. Thomas, P. J. (1980). *Factors Affecting the Management of Navy Women* (NPRDC-TN-80-17). San Diego, CA: Navy Personnel Research and Development Center.

The plan to double the number of women in the Navy between 1980 and 1985 raises a number of questions for management. First, will enough women enlist to meet this goal and will they opt for jobs where male shortages are acute? Second, are the psychological and physiological characteristics of women as a group consistent with Naval service? Third, is it cost effective to substitute women for men on this scale? A review of the military research literature leads to the conclusion that women's propensity to enlist is equal to that of men. Their occupational preferences, however, are untested because of past and current restrictions on their assignments. Psychological differences between men and women were not established, except for the greater differences in aptitude patterns resulting from Navy's test battery. Pregnancy and its conjectured effect on productivity were discussed. Cost effectiveness data were presented and it was concluded that women are not more expensive to acquire, sustain, and retire than men.

227. Thomas, P. J. (1980). Attrition among Navy enlisted women. *Defense Management Journal*, 16(2), 43-49.

In the struggle to maintain an adequate enlisted force, the military services investigated ways to reduce high attrition. To this end, Navy policy makers examined factors that contribute to attrition among women. This article focuses on the results of several surveys, including a longitudinal study that tracked 1,000 Navy recruits for 41 months.

228. Van Beenen, S. K., & Crawford, A. M. (1980). *Broadened Opportunity for Officer Selection and Training (BOOST): Selection Criteria* (NPRDC SR-80-16). San Diego, CA: Navy Personnel Research and Development Center.

The purpose of this effort was to determine appropriate criteria for selecting candidates for the Broadened Opportunity for Officer Selection and Training (BOOST) program. Because of the limited number of other minorities, the sample for this effort was limited to 86 White and 41 Black members of the 1978-79 BOOST class. To determine whether previous selection procedures were related to success in BOOST, predictor variables obtained for all sample members were correlated using a pass-fail criterion. Also, the racial groups were compared on both predictor and performance variables. Finally, exploratory regression analyses were performed to derive selection equations for predicting success in BOOST.

229. Brown, D. K., Edmonds, W. S., White, S. J., Sevilla, E. R., & Nordlie, P. G. (1979). *A Second Study of Race Relations/Equal Opportunity Training in USAREUR*. McLean, VA: Human Sciences Research Inc. (ADA133079)

This is one of a series of reports from a study to analyze and assess the Army race relations and equal opportunity training. As part of the Command's continuing effort to conduct an effective Equal Opportunity Program, Headquarters, USAREUR requested that the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) conduct a survey of equal opportunity conditions in Europe in the summer of 1978. The survey data were intended to be used as a basis for studying changes in EO conditions in the Command so that the EO program could be modified to keep pace with new aspects of EO. In general, the findings of the earlier study were confirmed and extended. The racial climate is continuing to worsen slowly. While some improvements were noted in community-level EO training, unit-level EO training continues to decline. Large perceptual disparities were noted between enlisted and chain-of-command personnel tending to see a far more positive race relations and equal opportunity situation than do enlisted personnel. The solutions recommended to counteract the generally worsening EO climate centered around more effective EO training for chain-of-command personnel at all levels.

230. Durning, K. P. (1978). *Women at the Naval Academy: The First Year of Integration* (NPRDC-TR-78-12). San Diego, CA: Navy Personnel Research and Development Center. (ADA052878)

And

231. Durning, K. P. (1978). Women at the Naval Academy: An attitude survey. *Armed Forces and Society*, 4(4), 569-588.

The first year of integration of women midshipmen was studied at the U.S. Naval Academy. The degree of traditionalism of males of the Class of 1980 toward rights and roles of women in society was evaluated as a function of level of contact with female plebes. A small effect on the Attitudes Toward Women Scale was found after 5 months of integration, with men in mixed-sex platoons or squads expressing the most equalitarian attitudes. Irrespective of company assignment, the male plebes became more equalitarian by the end of the academic year. In general, these men were least equalitarian in areas that will affect them most closely as naval officers, as in their opinions about shipboard and other military roles for women. Upperclassmen were most resistant to the integration of Annapolis (19% were neutral or favorable toward coeducation, vs. 26% of plebe men). Females and males had very different perceptions of treatment of the sexes in the 1976-77 year, with the majority of men perceiving favoritism to women, and women denying they received such treatment, except perhaps in the area of physical education. Women generally felt resented and less accepted than male peers. Greater numbers of women in more varied roles (e.g., upperclassmen) should partially alleviate several problems by reducing the overvisibility of the women and resultant performance pressures, as well as by allowing more peer contact to challenge the stereotypes held by men.

232. Nordlie, P. G. (1978). *Analysis and Assessment of the Army Race Relations/Equal Opportunity Training Program: Summary Report*. McLean, VA: Human Sciences Research Inc. (ADA077995)

Objectively, there have been marked reductions in measures of institutional racial discrimination on many dimensions, as for example, the relative speed of promotion of white and non-white enlisted personnel. These positive trends appear to be continuing. On the other hand, the picture regarding attitudes and perceptions is less encouraging and reflects a different trend. The improvement in racial attitudes and perceptions, which had been evident in the 1972 and 1974 period, stopped by 1976. Despite the low frequency of overt interracial violence, race-related tensions persist and appear to be increasing. A new source of race related tensions has become evident and appears to be growing in magnitude and strength. Whereas it was once primarily the frustration and bitterness of minorities which provided the fuel for racial tensions, the new source of tensions is the anger of an increasing number of whites who see themselves as being victimized by what they perceive as "reverse discrimination." There were two major problems with RR/EO unit training documented in the study. First, not more than half of the training required by the regulations is actually given. Second, where the training is being given, it is frequently of low quality and often relates to race relations or equal opportunity in name only--the subject matter being far removed or only tangentially related.

233. Olson, M. S., & Stumpf, S. S. (1978). *Pregnancy in the Navy: Impact on Absenteeism, Attrition, and Workgroup Morale* (NPRDC-TR-78-35). San Diego, CA: Navy Personnel Research and Development Center. (ADA061321)

Because of objections to the optional discharge and leave provisions of the Navy's present pregnancy policy, a study was conducted to determine the impact of pregnancy on Navy absenteeism, attrition, and workgroup productivity and morale. Data were obtained by analyzing administrative records for and conducting a survey of a previously identified longitudinal sample and by interviewing an aviation squadron sample. Results showed that abolishment of the present discharge option would increase the number of days lost by women, lower women's attrition rates, and increase the impact of pregnancy on workgroup productivity and morale. Further, if mandatory discharges for pregnancy were reinstated, it would decrease female absenteeism, increase female attrition, and increase workgroup turnover. Finally, if the policy's leave provisions were changed, it could reduce workgroup efficiency, while not improving morale of male Navy members, since interview results showed that most were not aware of them. It was recommended that the present pregnancy policy be retained in its entirety, that Navy members of all ranks be made aware of the policy's leave provisions, and that present findings, which contradict many assumptions held about pregnancy's impact on the Navy, be widely disseminated.

234. Thomas, P. J. (1978). *Role of Women in the Military: Australia, Canada, the United Kingdom, and the United States* (NPRDC SR-78-10). San Diego, CA: Navy Personnel Research and Development Center.

This report reviewed the research conducted in major English speaking nations on the women in their armed forces. Because of the similar roots and social evolution of these countries, issues of mutual concern are inevitable. The research papers were organized into five topical areas: Enlistment, Attrition/Retention, Attitudes Impinging on Assignment, Interpersonal Factors, and Utilization and Job Performance. A short historical overview and a description of the more important sex-specific laws and regulations are included to foster understanding of the antecedent events and constraints affecting the utilization of women in the armed forces of Australia, Canada, the United Kingdom, and the United States.

235. Thomas, P. J. (1978). *Women in the military: America and the British Commonwealth. Armed Forces and Society, 4(4), 623-645.*

Throughout the twentieth century, whenever the armed forces have been faced with a critical shortage of personnel, women have gained access to jobs formerly closed to them. At the end of the crisis, they were either mustered out of the service or again restricted to occupational specialties considered appropriate to their gender. In the late 1970s, the Department of Defense authorized an increase in the numbers of women that was unprecedented in a peacetime military. The manpower crisis was engendered by a persistently declining birthrate, not the exigencies of war. This review focuses on the American armed forces, but also includes information on the militaries of Great Britain, Canada, and Australia because of the cultural similarities between these countries and the United States.

236. Thomas, P. J., & Durning, K. P. (1978). *The young Navy woman: Her work and role orientation. Youth and Society, 10(2), 135-158.*

This article describes a study that identified the factors influencing young women to enlist in the Navy, and determined whether young men making the Navy their occupational choice differ on these factors. Because so many popularly held preconceptions about differences between the sexes are no longer tenable, it was hypothesized that no significant differences in these enlistment variables for women and men would be found. Aptitude and education level were not considered in the study because the selection criteria applied to women were, by service regulations, higher than those applied to men (e.g., women had to be high school graduates). A secondary objective was to study sex role attitudes held by junior enlisted women in the Navy; that is, to determine whether they manifest a traditional or contemporary (equalitarian) orientation towards women's roles.

237. Wilson, K. L., & Butler, J. S. (1978). Race and job satisfaction in the military. *Sociological Quarterly*, 19(4), 626-638.

Past studies of job satisfaction for minority groups relegated the racial issue to the initial determinant of status attainment deficiencies that indirectly influence job satisfaction. In a sample of over 9,000 military men, including almost 1,500 Blacks, 3 questions were examined: (a) Do past findings on job satisfaction apply to the military setting? (b) Are the conditions contributing to job satisfaction for Blacks qualitatively different from those for Whites? (c) What are the implications of the emergence of separatist attitudes among Blacks for work experiences in an integrated setting? The Black-White differences uncovered were traced to the historical development in race relations in America, pivoting on the racial experience of the 1960s. Implications for other minority groups are discussed.

238. Brown, D. K., Nordlie, P. G., & Thomas, J. A. (1977). *Changes in Black and White Perceptions of the Army's Race Relations/Equal Opportunity Programs--1972 to 1974*. McLean, VA: Human Sciences Research, Inc. (ADA077987)

The sharp pervasive differences which existed between the perceptions held by black and white personnel regarding race relations and equal opportunity in the Army in 1972 were substantially present in 1974, although almost all of the changes which occurred were in the direction of reducing the differences. Although less than in 1972, blacks continue to see a great deal of racial discrimination, especially in regard to their opportunities for promotion and in the administration of military justice. Blacks see the state of race relations in the Army as more favorable than in 1972. The perceived extent of command support for EOT programs has increased since 1972 although both races see such support as modest. Large numbers of black and white personnel continue to report that they personally have benefited from the Army race relations training program. At the same time, however, there is still an absence of any widespread feelings that such programs will achieve the objectives set for them. Utilization of specific EOT programs has not increased with the level of awareness of these programs; the level of satisfaction among users of the programs is lower than in 1972. In general, the findings from the 1974 survey closely parallel and support those from the 1972 survey. However, many of the differences which can be discerned across the two years are in the direction of a coming together of black and white perceptions.

239. Perry, R. W. (1977). The justice system and sentencing: The importance of race in the military. *Criminology: An Interdisciplinary Journal*, 15(2), 225-234.

The author examined data on 964 White and 304 Black enlisted grade personnel serving a sentence in U.S. Navy or Marine Corps prisons during the last quarter of 1972 to determine the impact of offender's race on sentence length. The literature on sentencing in the civilian sector has long suggested that under certain circumstances Blacks (or Whites) receive unjustifiably long sentences. It is argued here that much of the variation in sentence is due not just to characteristics of the offender, but also to characteristics of the sentencing process. The military forms a more stable sentencing environment than the civilian setting; hence, one should expect less variation due to the sentencing process. Statistical analysis revealed that Blacks and Whites showed no significant differences in sentence length, in both the Navy and Marine Corps. When small differences did exist, Whites were usually recipients of the longer sentences.

240. Robertson, D. W., Royle, M. H., & Morena, D. J. (1977). *Comparative Racial Analysis of Enlisted Advancement Exams: Item Differentiation* (NPRDC-TR-77-16). San Diego, CA: Navy Personnel Research and Development Center. (ADA035672).

A comparative racial analysis of item differentiation was conducted to determine whether advancement exam items are similarly differentiating between good and poor performers of racial groups. Techniques were also investigated to improve test quality as measured by item differentiation or test reliability. The study specifically investigated (1) the difference in item differentiation between Blacks and Whites, (2) item-difficulty levels that yield maximum item differentiation, (3) the impact on item differentiation from constructing tests with particular types of items deleted, and (4) exam construction or processing procedures which would raise test quality for both Blacks and Whites.

241. Thomas, P. J. (1977). *Why Women Enlist: The Navy as an Occupational Choice* (NPRDC-TR-77-20). San Diego, CA: Navy Personnel Research and Development Center. (ADA037340)

Women and men enlisting in the Navy today are making a similar occupational choice now that most of the barriers to equal opportunity have been lifted. Yet there is a popularly held belief, and some evidence for this belief, that the motives for joining and work values of female and male enlistees differ. Using an experimental questionnaire, this study assessed the background, motivation-for-enlistment, and occupational values of 1000 recruits of each sex. The results indicated that women and men entering the Navy have different backgrounds but enlist for the same reasons; i.e., to make something of their lives, to acquire education and training, and to travel. The sexes differed, however, on two-thirds of the occupational value items. Men were more interested in getting ahead in their jobs and women placed a higher value on a clean, cheerful environment and in helping others. Women also were more negative than men towards jobs involving work with materials or machines rather than people, a physical risk, and monotony. It was concluded that the values of many of the women were not consistent with the nontraditional jobs to which they were apt to be assigned.

242. Butler, J. S. (1976). *Inequality in the military: An examination of promotion time for black and white enlisted men. American Sociological Review, 41(5), 807-818.*

Military sociologists have relied on a theory which is grounded in the universalistic standard argument to explain black inequality in the Army. This argument, which is a component part of the institutional racism perspective, argues that blacks do not do as well as whites in the Army because of their failure to do well on universalistic criteria such as civilian education or the Armed Forces Qualification Test. Taking promotion time as a measure of inequality, this paper presents data which suggest that universalistic criteria are not sufficient to explain black inequality vis-à-vis promotion time. When black and white enlisted men are matched on key universalistic criteria (civilian education, Armed Forces Qualification Test and occupation type), blacks consistently take more time to make grade than whites. The findings suggest the salience of the notion of ascription: when ascription is based on race, it becomes a component part of racism. Thus, one unavoidably is led by the data in this paper to conclude that the black enlisted man is subject to inequality, which is not the result of failure to meet universalistic criteria but, rather, a result of the racist actions of real-life people.

243. Durning, K. P. & Mumford, S. J. (1976). *Differential Perceptions of Organizational Climate Held by Navy Enlisted Women and Men* (NPRDC-TR-76-43). San Diego, CA: Navy Personnel Research and Development Center. (ADA029756)

Using data obtained from the Human Resource Management (HRM) Survey, this study addressed the interaction of sex and paygrade on the organizational climate dimensions for 24,033 nonrated and rated shore personnel. Results show that women had an initial tendency to respond optimistically on the HRM survey. However, as they advanced to petty officer levels, women became disproportionately disillusioned on certain dimensions. With increase in paygrade, women appeared to feel less a part of the work group team, whereas the opposite trend was true for men. Results are discussed in terms of the solo woman in work groups, expectations women build up during recruitment and basic training, role conflict, and possible “fear of success” in competitive situations as women advance in their careers.

244. Kieckhafer, W. F. (1976). *Effect of Human Relations Training on Racial Attitudes of Marines* (NPRDC-TR-76-42). San Diego, CA: Navy Personnel Research and Development Center. (ADA029383).

The purpose of this study was to develop tests and methodologies to measure both racial attitudes of Marines and the effect of training at the Marine Corps Human Relations Institute (HRI) on those attitudes. A pilot test of a Social Distance Scale (SDS) and a Situational Attitude Scale (SAS) revealed that two types of racial bias occurred on the SDS: positive/negative racial attitudes and interracial/intraracial bias. In line with the purpose of the HRI training program, it was hypothesized that the training would affect a decrease in both types of bias on both measures of racial attitudes. Positive and negative intraracial biases on the SDS decreased more for both white and black trainees than for the white control group. Positive and negative interracial biases decreased more than the control group only for white trainees. Consistent with previous research, no significant effect of training occurred on the SAS. However, white trainees who were biased on the SDS were significantly biased in the same way on the SAS.

245. Thomas, J. A. (1976). *Changes in Black and White Perceptions of the Army's Race Relations/Equal Opportunity Programs--1972 to 1974*. Arlington, VA: Army Research Institute for the Behavioral and Social Sciences. (ADA037209)

This Utilization Report outlines the findings obtained from the replication of a survey of the attitudes toward, and knowledge and perceptions of, the Army's race relations problems and equal opportunity and treatment (EOT) programs. The initial survey was conducted in the summer of 1972, the replication in the summer of 1974. Data were collected using the Enlisted Personnel Questionnaire with 2,246 white and 1,943 black Army enlisted personnel at 13 Army installations (8 in the Continental U.S.; 3 in U.S. Army, Pacific; and 2 in the U.S. Army, Europe) as respondents. The report summarizes a comparison of the 1972 and 1974 findings.

246. Thomas, P. J. (1976). *Utilization of Enlisted Women in the Military (NPRDC-TN-76-7)*. San Diego, CA: Navy Personnel Research and Development Center. (ADA061564)

The objective of this paper is to review the status of American military women from a historical perspective and determine what effect recent changes in policy have had on their utilization. It was concluded that, until the laws and regulations preventing full utilization of female personnel are repealed or reinterpreted, military women will experience a dissonance between their expectations and experiences.

247. Thomas, P. J. (1975). *Racial Differences in Prediction of Class 'A' School Grades (NPRDC-TR-75-39)*. San Diego, CA: Navy Personnel Research and Development Center. (ADA012319)

This study is the latest in a series of efforts to provide the educationally disadvantaged with an opportunity for technical training in a Navy rating. Based on the findings of a 1972 study, which concluded that the Navy's selection tests are not as valid for minority personnel as they are for the majority group, the utility of alternative test composites was investigated. It was concluded that an improvement in minority assignment to technical training can be accomplished by implementing new selection composites, valid for both Whites and Blacks. Lowering the cutting score for Blacks on the current combinations of Basic Test Battery (BTB) tests was not indicated due to the chance-level validities of the operational composites in these courses.

248. Atwater, D. C., Alf, E. F., & Abrahams, N. M. (1974). *The Unobtrusive Measurement of Racial Bias among Recruit Classification Specialists* (NPRDC-TR-75-6). San Diego, CA: Navy Personnel Research and Development Center. (ADA000065)

Unobtrusively-gathered historical data documenting decisions made in the Navy's recruit classification process were utilized to determine whether there were significant differences between black and white classification interviewers in their treatment of black and white recruits. The nature of the classification procedure resulted in the essentially random assignment of black and white recruits to black and white classifiers. This permits a number of interesting comparisons and obviates numerous problems inherent in racial bias studies. The major hypothesis that black and white classifiers would be differentially biased in their treatment of black and white recruits was not supported. A second hypothesis that classifiers within either racial group would be differentially biased in their treatment of black and white recruits was also not supported. Sample sizes were so large that classifier bias accounting for as little as one percent of the criterion variance would have been detected as significant. Thus, there was neither statistically nor practically significant bias detected among classification specialists.

249. Bilinski, C. R., Standlee, L. S., & Saylor, J. C. (1974). *Effects of Sending Minority Personnel Classified as Non-school Eligible to 'A' School: Part 1 – 'A' School Achievement* (NPRDC SR-74-6). San Diego, CA: Navy Personnel Research and Development Center.

The purpose of the present research was to investigate the effects of sending minority personnel classified as not school eligible to "A" School. Prospective minority students were selected for the program during the classification interview at training centers. Progress of these students, of a similarly selected group of non-minority non-eligible students, and of a randomly selected control group, was monitored through "A" School training. Questionnaires designed to elicit information relative to a number of aspects of class performance and adjustment were mailed to the students and to their instructors. Questionnaire and school records data were tested for significance of differences between non-eligible minority, non-eligible non-minority, and eligible students. The school eligible students had less difficulty in "A" School than did non-eligible students. Non-eligible minority students tended to receive the lowest evaluations. From 32 to 35 percent of the non-eligible students were dropped from school; whereas, only 10 percent of eligible students were dropped.

250. Thomas, P. J., Thomas, E. D., & Ward, S. W. (1974). *Perceptions of Discrimination in Non-Judicial Punishment* (NPRDC-TR-74-22). San Diego, CA: Navy Personnel Research and Development Center. (AD0784141)

Non-judicial punishment is frequently the target of charges of racial discrimination which are difficult to refute because the data needed for documentation are largely unrecorded. The purposes of this study were to determine whether existing records indicate that non-judicial punishment is administered without regard to race and if blacks and whites perceive discrimination in discipline, job assignments and advancement opportunity. A pair of chief personnelmen, one black, one white, boarded over 70 ships on the east and west coasts to search disciplinary records for data and to administer an attitude questionnaire to 324 sets of personnel. Conclusions from the study revealed no significant differences in the treatment of blacks and whites for whom reports were filed. The authors acknowledge that this does not mean that equality of treatment has been established, since there is no way of knowing the number of offenders of each race who were not put on record or were disciplined by their division officers. The item responses and the written comments revealed that, regardless of the data in ships' records, blacks believed they were being discriminated against in the areas of job assignments, discipline, and recommendations for advancement.

Select Recent Articles on Workplace Diversity

251. Roberson, Q., & Stevens, C. (2006). Making sense of diversity in the workplace: Organizational justice and language abstraction in employees' accounts of diversity-related incidents. *Journal of Applied Psychology, 91*(2), 379-391.

To discern patterns of employee sense-making about workplace diversity, the authors analyzed 751 natural language accounts of diversity incidents from 712 workers in one department of a large organization. Six generic incident types emerged: discrimination, representation, treatment by management, work relationships, respect between groups, and diversity climates. Consistent with hypotheses, incidents that respondents viewed as negative, accounts from women, and those involving members of respondents' in-groups were more likely to cite justice issues. Partially consistent with research on the linguistic inter group bias, both negative and positive accounts involving out-group members and accounts from men were more likely to be expressed using abstract verb forms. The authors discuss future opportunities to integrate research on diversity, justice, and the linguistic category model.

252. Bassett-Jones, N. (2005). The paradox of diversity management, creativity and innovation. *Creativity & Innovation Management*, 14(2), 169-175.

This conceptual and discursive paper argues that diversity is a recognizable source of creativity and innovation that can provide a basis for competitive advantage. On the other hand, diversity is also a cause of misunderstanding, suspicion and conflict in the workplace that can result in absenteeism, poor quality, low morale and loss of competitiveness. Firms seeking competitive advantage therefore face a paradoxical situation. If they embrace diversity, they risk workplace conflict, and if they avoid diversity, they risk loss of competitiveness. The advantages and disadvantages associated with workforce diversity put organizations in a position of managing a paradoxical situation. To give support to this assertion, the paper considers what is meant by diversity, how it is best managed, what its relationship with creativity and innovation might be and how the problems created by the management of diversity, creativity and innovation might be resolved.

253. Clair, J. A., Beatty, J. E., & MacLean, T. L. (2005). Out of sight but not out of mind: Managing invisible social identities in the workplace. *Academy of Management Review*, 30(1), p. 78-95.

Invisible social identities influence social interaction in distinct ways and create unique dynamics in terms of identity management. The authors integrate research from the sexuality, illness, and racial diversity literature, as well as the stigma, disclosure, and identity literature, to create a generalized model of invisible identity management. They focus specifically on revealing and passing strategies of identity management and conclude by discussing the implications of invisible differences for diversity research.

254. Egan, T. M. (2005). Creativity in the context of team diversity: Team leader perspectives. *Advances in Developing Human Resources*, 7(2), 207-225.

The purpose of this exploratory study is to provide elaboration regarding the role of team member diversity in creative team processes. This elaboration is based on the perspectives of 13 key informants. Study informants were high-performing leaders in Fortune 500 organizational settings (a) recognized as leading creative teams, (b) whose teams produced outputs acknowledged by their executives as creative contributions to organizational success, and (c) who identified team diversity as a key element in the success of these teams. The exploratory nature of this study is important given the apparent absence of related literature and responds to calls for a start to the exploration of creativity in the context of team diversity. Study results are summarized and reported in six sections that are aligned with the research questions: definitions of team diversity, leader support for team diversity and creativity, selecting team members, strategies for creative outcomes, barriers to diverse team creativity, and team member support.

255. Government Accountability Office. (2005). *Diversity Management: Expert-Identified Leading Practices and Agency Examples* (GAO-05-90). Washington, DC: GAO.

A high-performance organization relies on a dynamic workforce with the requisite talents, multidisciplinary knowledge, and up-to-date skills to ensure that it is equipped to accomplish its mission and achieve its goals. Such organizations typically (1) foster a work environment in which people are enabled and motivated to contribute to mission accomplishment and (2) provide both accountability and fairness for all employees. To accomplish these objectives, high-performance organizations are inclusive, drawing on the strengths of employees at all levels and of all backgrounds--an approach consistent with diversity management. For purposes of this review, diversity management is defined as a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization's strategic goals and objectives. As part of a request that GAO report on the federal government's performance in managing its diverse workforce, GAO was asked to identify (1) leading diversity management practices and (2) examples of the identified practices in the federal government. This report contains no recommendations.

256. Aghazadeh, S. (2004). Managing workforce diversity as an essential resource for improving organizational performance. *International Journal of Productivity & Performance Management*, 53(5-6), 521-531.

The research presented in this paper highlights the need for management who are sensitive to the concerns of multicultural employees. The effects of cultural diversity on organizational behavior are complex and powerful. Within this perspective, the definition of diversity in the USA and the goals in achieving a more diverse workplace will be discussed. This paper will also examine the different facets involved in managing and developing a diverse human resource base. Organizations take into account their human resource base before hiring employees. One factor they look at is the possible advantages and disadvantages of a multicultural and diverse organization. This paper will examine ways by which managers and employees can learn about diversity, understand it, and respect it on a day-to-day basis when dealing with people from other diverse backgrounds. The topic addressed in this paper is important because in today's business environment, diversity affects all aspects of life especially in the business world. It is difficult to find a business in this day and age that does not serve customers/clients of diverse backgrounds in one way or another. By creating a diverse workplace, managers are more capable of dealing with diversity within their organization as well as externally in the community. When considering the goals, strategies, advantages, and disadvantages of creating and managing a diverse workplace, an organization should ask themselves if they could accomplish these factors and become a successful diverse organization.

257. Cole, N. D. (2004). Gender differences in perceived disciplinary fairness. *Gender, Work & Organization*, 11(3), 254-279.

This exploratory study coded and analyzed 120 behaviors on videotaped data of 111 male and 30 female managers engaged in disciplinary discussions with one of their unionized employees. Four categories of behavior were coded: non-verbal communication, speech characteristics, leadership and interactional justice. A factor analysis of the results generated 14 factors, ten of which were correlated with experts' ratings of disciplinary fairness. Female managers exhibited significantly higher levels of seven of the ten behavioral factors. Female managers also made more supportive interruptions than male managers and took more time for the disciplinary discussion, both of which were positively correlated with disciplinary fairness. The results suggest that leadership and communication styles commonly found in females may lead them to be better equipped than male managers to manage employee discipline situations.

258. Cummings, J. N. (2004). Work groups, structural diversity, and knowledge sharing in a global organization. *Management Science*, 50(3), 352-364.

Effective work groups engage in external knowledge sharing--the exchange of information, know-how, and feedback with customers, organizational experts, and others outside of the group. This paper argues that the value of external knowledge sharing increases when work groups are more structurally diverse. A structurally diverse work group is one in which the members, by virtue of their different organizational affiliations, roles, or positions, can expose the group to unique sources of knowledge. It is hypothesized that if members of structurally diverse work groups engage in external knowledge sharing, their performance will improve because of this active exchange of knowledge through unique external sources. A field study of 182 work groups in a Fortune 500 telecommunications firm operationalizes structural diversity as member differences in geographic locations, functional assignments, reporting managers, and business units, as indicated by corporate database records. External knowledge sharing was measured with group member surveys and performance was assessed using senior executive ratings. Ordered logit analyses showed that external knowledge sharing was more strongly associated with performance when work groups were more structurally diverse. Implications for theory and practice around the integration of work groups and social networks are addressed.

259. Foldy, E. G. (2004). Learning from diversity: A theoretical exploration. *Public Administration Review*, 64(5), 529-538.

Public-sector organizations tend to be more racially and ethnically diverse than private-sector organizations, leading to the challenge of enhancing heterogeneous work group effectiveness. Recent work suggests that a group's "diversity perspective," or set of beliefs about the role of cultural diversity, moderates diverse group performance. One perspective, the integration and learning perspective, argues that heterogeneous groups function better when they believe that cultural identities can be tapped as sources of new ideas and experiences about work. However, simply holding the integration and learning perspective may not be sufficient. Research on general group learning has shown that it requires particular behaviors and cognitive frames. This article integrates recent work on diversity perspectives with long-standing research on team learning to propose a conceptual model of learning in culturally diverse groups. It suggests that both the integration and learning perspective and more generic learning frames and skills must be present.

260. Jayne, M. E. A., & Dipboye, R. L. (2004). Leveraging diversity to improve business performance: Research findings and recommendations for organizations. *Human Resource Management*, 43(4), 409-424.

Research findings from industrial and organizational psychology and other disciplines cast doubt on the simple assertion that a diverse workforce inevitably *improves business performance*. Instead, research and theory suggest several conditions necessary to manage *diversity* initiatives successfully and reap organizational benefits. This article reviews empirical research and theory on the relationship between workforce *diversity* and organizational *performance* and outlines practical steps HR practitioners can take to manage *diversity* initiatives successfully and enhance the positive outcomes.

261. Kidder, D. L., Lankau, M. J., Chrobot-Mason, D., Mollica, K. A. & Friedman, R. A. (2004). Backlash toward diversity initiatives: Examining the impact of diversity program justification, personal and group outcomes. *International Journal of Conflict Management*, 15(1), 77-102.

This study used a scenario design to examine whether there are different reactions among whites based on how a diversity program is justified by an organization. A reactive justification (affirmative action) was proposed to result in greater backlash than a competitive advantage justification (diversity management). In addition, this study examined the effects of personal and group outcomes on backlash and explored two individual difference variables, gender and orientation toward other ethnic groups, as potential moderators of the proposed relationships. Backlash was operationalized in four ways: an affect-based measure (negative emotions), two cognitive-based measures (attitude toward the diversity program, perceptions of unfairness of promotion procedures), and a behavioral-intentions-based measure (organizational commitment). Results indicated that the diversity management justification was associated with more favorable support of the diversity initiative, and that unfavorable personal and group outcomes adversely affected backlash reactions. There was no empirical support for the influence of the moderator variables on the proposed relationships, however, a main effect for gender was found. Implications of the study's findings and future research directions are discussed.

262. Meares, M. M., Oetzel, J. G., Torres, A., Derkacs, D., & Ginossar, T. (2004). Employee mistreatment and muted voices in the culturally diverse workplace. *Journal of Applied Communication Research*, 32(1), 4-27.

This study examines mistreatment through the perspectives of employees with different cultural backgrounds and positions in order to understand the ways in which some voices are muted and others are privileged. Mistreatment is interactional, distributive, procedural, or systemic abuse of employees taking place at both interpersonal and institutional levels on the basis of cultural diversity. Narrative analysis of semistructured interviews with employees of a large research and development organization revealed three types of muted narratives used to respond to mistreatment (muted-but-engaged, angrily disengaged, and resigned) as well as one type of privileged response. The narratives provided evidence of two processes by which voices became muted: repeated silencing over time and silencing through ambiguity of policies.

263. Swann, W. B., Polzer, J. T., Seyle, D. C., & Ko, S. J. (2004). Finding value in diversity: Verification of personal and social self-views in diverse groups. *Academy of Management Review*, 29(1), 9-27.

The authors propose a model of group processes that accords a key role to the verification of people's self-views (thoughts and feelings about the self). This approach partially incorporates past work on self-categorization (under the rubric of verification of social self-views) and introduces a new set of processes (the verification of personal self-views) to the groups literature. Conceptual analysis and recent empirical evidence suggest the self-verification framework offers a novel perspective on finding value in diversity.

264. Van Knippenberg, D., De Dreu, C. K. W., & Homan, A. C. (2004). Work group diversity and group performance: An integrative model and research agenda. *Journal of Applied Psychology*, 89(6), 1008-1022.

Research on the relationship between work group diversity and performance has yielded inconsistent results. To address this problem, the authors propose the categorization-elaboration model (CEM), which reconceptualizes and integrates information/decision making and social categorization perspectives on work-group diversity and performance. The CEM incorporates mediator and moderator variables that typically have been ignored in diversity research and incorporates the view that information/decision making and social categorization processes interact such that intergroup biases flowing from social categorization disrupt the elaboration (in-depth processing) of task-relevant information and perspectives. In addition, the authors propose that attempts to link the positive and negative effects of diversity to specific types of diversity should be abandoned in favor of the assumption that all dimensions of diversity may have positive as well as negative effects. The ways in which these propositions may set the agenda for future research in diversity are discussed.

265. Wiethoff, C. (2004). Motivation to learn and diversity training: Application of the theory of planned behavior. *Human Resource Development Quarterly*, 15(3), 263-278.

Although training programs are an important component in most companies' diversity initiatives, little theoretical guidance is available for their implementation. This article proposes a model based on the theory of planned behavior, which addresses the roles of attitude, subjective norms, and perceived behavioral control in motivation to learn from a diversity training program. The model suggests a number of hypotheses that could be tested to enhance our understanding of the motivation-to-learn construct. Additionally, the model provides practical advice for companies seeking to implement successful diversity training programs.

266. Antecol, H., & Cobb-Clark, D. A. (2003). Does sexual harassment training change attitudes? A view from the federal level. *Social Science Quarterly*, 84(4), 826-842.

Employment-related sexual harassment imposes large costs on both workers and their employers and many organizations have responded by implementing formal policies, grievance procedures, or training programs. However, limited evaluation of these interventions leaves us knowing very little about their impact. The authors add to this limited empirical literature by analyzing the relationship between sexual harassment training and employees' views about what behaviors in fact constitute sexual harassment. They find that sexual harassment training is associated with an increased probability—particularly for men—of considering unwanted sexual gestures, remarks, touching, and pressure for dates to be a form of sexual harassment. They also find that the proportion of agency staff receiving training is positively related to the propensity that an individual employee has a definition of sexual harassment that includes these forms of unwanted sexual behavior.

267. Garcia-Zamor, J. (2003). Workplace spirituality and organizational performance. *Public Administration Review*, 63(3), 355-363.

This article reviews the literature on workplace spirituality, pointing out emergent theories and examining the links between this phenomenon and organizational dynamics. It also examines workplace spirituality in a historical context and compares it to religious beliefs and to established ethical theories and moral principles. The article also looks at organizations in which an emphasis on spiritual values has had an impact on work productivity. While some corporations have institutionalized spirituality, public agencies are reluctant to follow suit for fear of violating the principle of church-state separation. Finally, the article suggests ways that managers and administrators in both the public and the private sector can use workplace spirituality to increase performance and develop ethical organizations. Studies have shown a dramatic correlation between the strength of an organization's corporate culture and its profitability. Corporations need to establish themselves as organizations with a higher sense of business purpose.

268. Knouse, S. B., & Stewart, J. B. (2003). Hard measures that support the business case for diversity: A Balanced Scorecard approach. *The Diversity Factor*, 11(4), 5-11.

A strong business case for diversity states that employee diversity enhances company performance. To make this case, companies must overcome the barrier of instituting "hard" measures of the effects of diversity on performance. This article presents several examples of measures that well known diversity-oriented companies are using within a Balanced Scorecard approach.

269. Hicks, D. A. (2002). Spiritual and religious diversity in the workplace: Implications for leadership. *Leadership Quarterly*, 13(4), 379-396.

This article offers a critical analysis of scholarship on spirituality and leadership. The article argues that the concept of spirituality is more disparate and contested than the current leadership literature acknowledges. It asserts that spirituality is often defined in opposition to religion and that this opposition is not an accurate description of a complex interrelationship. Scholars who uphold a view of bringing the "whole person" to work are inconsistent if they view spirituality as appropriate in the workplace but exclude diverse employees' particular, specific religious expressions from it. The concluding section offers implications from this critical exploration of leadership and spirituality and suggests that the task of effective organizational leadership is not to promote a single spiritual framework but, rather, to create a structure and culture in which leaders and followers can respectfully negotiate religious and spiritual diversity.

270. Bajdo, L. M., & Dickson, M. W. (2001). Perceptions of Organizational Culture and Women's Advancement in Organizations: A Cross-Cultural Examination. *Sex Roles*, 45(5-6), 399-414.

This study is a cross-cultural examination of the relationship between organizational culture and women's advancement to management in organizations. The source of data for this study was the Global Leadership and Organizational Behavior Effectiveness Research Project, a cross-cultural study of societal culture, organizational culture, and leadership. The results of this study indicate that aspects of organizational culture typically associated with women are related to women's progress. In organizations in which organization members reported shared values of high humane orientation and high gender equity, organization members also reported high percentages of women in management relative to other organizations in their society. In addition, organizational cultural practices that emphasized high humane orientation, high gender equity, high performance orientation, and low power distance were also related to reports of high percentages of women in management relative to societal norms. Results of regression analysis predicting the percentage of women in management from the dimensions of organizational culture indicated that gender equity practices and values emphasizing humane orientation contributed significantly to the prediction of the percentage of women in management. Organizational cultural practices related to gender equity were found to be the most important predictor of the percentage of women in management. This study adds to the literature on women's progress in organizations by further extending the focus from individual and structural characteristics to characteristics of organizational culture. The findings suggest that change agents focused on increasing opportunities for women in management should attend to organizational culture, particularly aspects of culture related to gender equity practices.

271. **Benschop, Y. (2001). Pride, prejudice and performance: Relations between HRM, diversity and performance. *International Journal of Human Resource Management*, 12, 1166-1181.**

Today, managing diversity is considered one of the main challenges for HRM in modern organizations. In this article, a framework is developed to suggest that the design and implementation of HRM activities should be influenced by strategic choices on the management of diversity which are themselves shaped by environmental factors. The HRM activities lead to four types of outcomes (affective, cognitive, symbolic and communicative) that affect individual, group and organizational performance. This framework is used to explore the effects of workforce diversity in two cases and to provide answers to three central questions: how does diversity influence the interactions in and the performance of diverse groups, and what is the relation between management diversity and other HRM policies in the two companies? The findings indicate that an organization's strategy for managing diversity influences both the process of meaning formation regarding diversity and the perception of performance effects. The availability of an organizational vocabulary and of instruments to interpret interactions in terms of diversity make a crucial difference. The stories and incidents from the two cases show how diversity affects both the daily interactions and the functioning of diverse groups.

272. **Knouse, S. B. (2001). Virtual mentors: Mentoring on the Internet. *Journal of Employment Counseling*, 38(4), 162-269.**

Mentoring is an increasingly important function for career success. Many special groups, however, have difficulty finding a mentor. One solution is virtual mentoring--selecting and interacting with mentors on the Internet. The author discusses advantages of virtual mentoring over other forms of mentoring, describes examples of Internet mentoring for various special groups and purposes, and suggests future directions for Internet mentoring.

273. **Murrell, A. J., & James, E. H. (2001). Gender and diversity in organizations. Past, present, and future. *Sex Roles*, 45(5-6), 243-257.**

This introduction reviews some of the key issues that have been studied by researchers focused on gender and diversity in organizations. Issues such as discrimination, affirmative action, barriers to career advancement, and sexual harassment at work are discussed.

274. Thomas, D. A., & Ely, R. J. (2001). Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes. *Administrative Science Quarterly*, 46(4), 89-112.

This paper develops theory about the conditions under which cultural diversity enhances or detracts from work group functioning. From qualitative research in three culturally diverse organizations, the authors identified three different perspectives on workforce diversity: the integration-and-learning perspective, the access-and-legitimacy perspective, and the discrimination-and-fairness perspective. The perspective on diversity work group held influenced how people expressed and managed tensions related to diversity, whether those who had been traditionally underrepresented in the organization felt respected and valued by their colleagues, and how people interpreted the meaning of their racial identity at work. These, in turn, had implications for how well the work group and its members functioned. All three perspectives on diversity had been successful in motivating managers to diversify their staffs, but only the integration-and-learning perspective provided the rationale and guidance needed to achieve sustained benefits from diversity.

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